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ARMY PERSONNEL MANAGEMENT SYSTEM STUDY (PMS2). VOLUME II. APPEN--ETC(U)
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Prepared by Booz-Allen and Hamilton, Inc., 4330 East-West Highway, Bethesda, Maryland for the Deputy Chief of Staff for Personnel, Headquarters, Department of the Army, Washington, DC 20310

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The study purpose was to develop an Optimal Organizational Structure and functional Configuration for the HQDA Level Personnel Management System. Three organizational alternatives were developed reflecting: (a) functional restructuring; (b) organizational restructuring; and (c) formation of an Army Personnel Command (APC). These alternatives were reviewed and evaluated by a Senior Officer Action Planning Conference, 27-28 Aug 79. Consensus of conferees regarding each alternative follows: (a) functional restructuring -

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easiest to implement, a modest change, but organizational problems would remain, and alternative would not be perceived as a meaningful change; (b) organizational restructuring - an appropriate course of action, creation of new ODCSPER Directorate for Plans and System heavily supported, transfer of USAFAC to ODCSPER was not necessary; and (c) formation of APC - feasible, but no demonstrated desirability, some functions would be facilitated, costs need further study, and mobilization capabilities should be emphasized. PMS_2 is basis for current reorganization planning within ODCSPER.

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Army Personnel Management System Study

Final Report

Volume II
(Appendices)

for
Human Resources Development Directorate

Office of the Deputy Chief of Staff
for Personnel

Washington, D.C. 20310

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TABLE OF CONTENTS

VOLUME II

APPENDIX A - Study Plan

APPENDIX B - History and Organizational Data for an APC

APPENDIX C - Responsibilities of the Major PMS Elements

APPENDIX D - Committees on Which PMS Officials Serve

APPENDIX E - Comparisons Of Personnel Management Processes

APPENDIX F - Part One - Unabridged Analysis of Perceptions Survey Interviews (F1 - F75)

APPENDIX F - Part Two - Unabridged Findings and Conclusions From the Active Army Perceptions Survey (F76 - F156)

APPENDIX F - Part Three - Statistical Tables for the Comparison of Preliminary Results and Results Based on Complete Returns and for the Survey of USAREUR Personnel (F157 - F189)

APPENDIX G - Optimal Functional Structure for the Army Personnel Management System

APPENDIX H - Objectives of the Current Army PMS

APPENDIX J - Personnel Interviewed

APPENDIX K - Bibliography

APPENDIX L - Glossary Definitions

APPENDIX M - Attendees at Senior Officer Level Action Planning Conference 27-28 August 1979

APPENDIX N - Presentation by TJAG During the Senior Officer Level Action Planning Conference 27-28, August 1979

APPENDIX A

STUDY PLAN

APPENDIX A

PERSONNEL MANAGEMENT SYSTEM STUDY (PMS_2)

STUDY PLAN

1. STUDY TITLE. Personnel Management System Study (PMS_2) (Category 6 Management).

2. BACKGROUND.

a. On 26 April 1978, the Secretary of the Army announced the initiation of a series of formal base realignment studies which included the possible closure of Fort Sheridan, IL and the relocation of the US Army Recruiting Command (USAREC) as well as the proposed move of the U. S. Army Military Personnel Center (MILPERCEN) to Fort Benjamin Harrison, Indiana, the current location of the U. S. Army Finance Center (USAFAC) and the U. A. Army Administration Center (ADMINCEN). Should both MILPERCEN and USAREC be moved to Fort Harrison or vicinity, four major organizations, each commanded by a major general and each having interrelated functions would be collocated at or near Fort Harrison. In view of this possibility and the opportunity for reorganization which these alternatives presented, the Director of the Army Staff directed on 4 May 1978 that the Deputy Chief of Staff for Personnel (DCSPER) conduct a study to identify the most advantageous and efficient command relationships and organizational structure for accomplishing the Army's personnel management and administration mission should MILPERCEN and/or USAREC be moved to Fort Harrison, or the status quo be maintained. The analysis was to include the possible formation of an APC at Fort Harrison as one of the alternatives. The resulting APC Study began on 10 July 1978 by an ad hoc study group under the auspices of the DCSPER and produced a number of tentative conclusions which were constrained by the location considerations regarding MILPERCEN, USAREC and the programmed local relocation of TAGCEN in the NCR. The results of this study did not fully address the need for and feasibility of an APC without regard to location consideration.

b. On 13 July 1978, coincidental with the commencement of the APC Study, the CSA approved a series of initiatives aimed at improving the Army's Personnel Management System (PMS) and institutionalizing the broadened concept of personnel management throughout the Army. To accomplish and coordinate these far-reaching priority actions the Personnel Management Action Committee (PMAC) (an Ad Hoc Committee) was established by CSM 78-15-38, 12 October 1978. The PMAC functions under the auspices of the DCSPER and consists of full-time members provided by ODCSPER, OTAG, and MILPERCEN, with on-call representation from OACSAC, ODCSOPS, ODCSLOG,

OACSI, ONGB, OCAR, TRADOC, OTSG, OCCH, OCE, and USACSC. Included as an objective of the PMAC is the examination of the personnel management structure at all levels; and the identification of the optimum personnel management structure for the Army.

c. The close relationship of the APC Study to the PMAC mission, resulted in the APC Study activities being merged with the PMAC where the former APC Study is being continued toward its original objectives without the constraints of location considerations.

d. To accomplish the consolidated and broadened objectives of the APC Study within the PMAC mission a joint Army-contractor effort has been planned; with the contractor developing and conducting perception surveys, organizational and functional analysis and assisting in the evaluation of alternatives by bringing to bear sophisticated methodologies and techniques which are not readily available from in-house sources.

3. STUDY SPONSOR. Office of the Deputy Chief of Staff for Personnel (ODCSPER) HQDA, Wash DC (DAPE-HR).

4. STUDY AGENCY. Booz-Allen & Hamilton, Inc., 4330 East-West Highway, Bethesda, Maryland 20014.

5. TERMS OF REFERENCE.

a. Problem: The Army's current personnel management system is composed of numerous organizations providing total Army personnel management requirements for both war and peace. The size, scope, and complexity of the associated functions, and organizations, and the resources involved are such that optimal efficiency and effectiveness must be ensured by proper alignment of functions, streamlined responsive structure, and by the application of the latest available management techniques and technology. To accomplish this goal and address the perception that voids and redundancies exist in the current PMS, a comprehensive functional analysis is needed. This analysis will take into consideration the recommendation by the Under Secretary of the Army that the establishment of an Army Personnel Command may provide the organizational structure which best accomplishes the Army's personnel management mission.

b. Purpose of Study: To develop the optimum organizational structure and functional configuration for accomplishing the Army's personnel management mission.

c. Objectives.

(1) To identify and define organizational and operational (functional) inefficiencies in the Army's current personnel management system and structure.

(2) To develop the optimum organizational structure and functional configuration for accomplishing the Army's personnel management mission, to include an evaluation of the option of establishing an Army Personnel Command.

d. Scope. The study will examine the functional and organizational structures and relationships which are currently established to perform the Army-wide personnel management mission for the Active Army, the Army National Guard, the Army Reserve, and Department of the Army civilians. Specifically included are those functions and associated organizations which provide Army-wide personnel management information systems support, perform combat and training developments in support of personnel management, and those which develop and operate pay systems in direct support of the individual soldier and employee.

e. Limitations. The contractor support described herein is considered to be an extension of previous and current efforts undertaken by the Army Personnel Command Study Group, the Personnel Management Action Committee, and the U. S. Army Administration Center Personnel Management Study Group. Therefore the contractor effort will not address the following areas/issues:

(1) Description and analysis of personnel management systems operating at and below MACOM level.

(2) Description and analysis of personnel management systems and structures of other services and foreign armies.

(3) The examination of the Army's Logistics Management System in order to evaluate its utility as a model for the personnel management system.

(4) Cost estimates for recommended alternatives.

(5) Evaluation of alternatives.

(6) Detailed implementation plan for accomplishing the recommended alternatives.

f. Constraints.

(1) Baseline PMS description is subject to Army validation prior to proceeding with functional analysis.

(2) Study must be completed not later than 20 weeks after contract start date (19 Apr 79).

g. Timeframe. Present thru 1985.

h. Assumptions. (To be developed by Army-contractor in conjunction with task 5 (inclosure 1)).

i. Essential elements of analysis (inclosure 2).

j. Estimated cost savings. To be determined as a result of study effort.

6. RESPONSIBILITIES. (See contractor-Army tasks and products (inclosure 1).

7. LITERATURE SEARCH.

a. Organizations identified by inclosure 3 (SAG membership) have responsibilities for or interest in the subject matter of this study.

b. Studies/projects/reports related to this study (see task 1-2, contractor-Army tasks and products (inclosure 1)).

8. REFERENCES.

a. Letter, DAPE-PBP (SAT), subject: Army Personnel Command (APC) Study, 6 July 1978.

b. CSM 78-15-38, subject: Establishment of a Personnel Management Action Committee (PMAC), 12 Oct 78.

c. DACS-DC memorandum, subject: Follow-on Actions to 1978 HQDA Key Issues Conference (Leesburg), 18 Oct 78.

9. ADMINISTRATION.

a. Milestone schedule (inclosure 4).

b. Control procedures.

(1) Study Advisory Group. Study Advisory Group (SAG) will be formed by representatives of individuals (see inclosure 3). The SAG will convene during the 3d, 14th, and 16th weeks of the study in an advisory capacity. The SAG meeting scheduled for the 16th week will include a requirement for the SAG to review and validate the draft organizational options developed by the contractor. In addition, a General Officer level Action Planning Conference will convene during the 18th week of the study for the purpose of evaluating the organizational options and arriving at a recommended alternative.

(2) Personnel Management Action Committee (PMAC). The PMAC will informally monitor contractor activities, and assist in the performance of tasks in which Army support and coordination is required in the gathering and interpretation of data and in the coordination and conduct of visits and surveys. The PMAC will provide the contracting officer's technical representative who is responsible for preparing and submitting DD Forms 1498 and coordinating post-contract reporting.

APPENDIX B
HISTORY AND ORGANIZATIONAL DATA FOR AN APC

HISTORY AND ORGANIZATIONAL DATA FOR AN APC*

This appendix provides a history of the "APC Concept" and additional details of the organization, mission and functions of the Strategy Three organization structure discussed in Chapter IX.

1. BACKGROUND TO DEVELOPING THE APC CONCEPT

The historical section of this appendix contains a summary of some significant studies related to Personnel Management and Administration. These four studies, conducted from 1969-1972 and mentioned previously in Chapter II, validated the feasibility of establishing a Personnel Center or Command:

- 1969 - Functional Manpower Survey of *ODCSPER*, OPO, and TAGO by Staff Management Division (SMD), OCSA
- 1971 - OCSA Study - Special Review Panel on Department of the Army Reorganization (Parker Panel)
- 1971 - Manpower and Functions Survey of ODCSPER, OPO, and TAGO by Staff Management Division, (SMD) OCSA
- 1972 - Comptroller of the Army Study - Analysis of Class II Activities of the Army Staff (Priority Project 11).

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*The material in this appendix was developed by the HQDA ad hoc Army Personnel Command Study Group, and it was contained in that study group's draft report of December, 1978. No final report was published.

Based upon the Priority Project 11 study recommendation, CSA directed the DCSPER to develop a time-phased plan to establish a Personnel Center, identify the activities or functions that should be included in the Personnel Center, and determine the optimum location of the Personnel Center. Those actions were performed by the TAPCEN study group.

The purpose of the TAPCEN study was to develop a time-phased plan to establish the U.S. Army Personnel Center. To determine which agency or functions should be included in the Personnel Center, the TAPCEN study group developed the following criteria:

> The agency selected must perform a military career management, assignment, or directly related personnel administrative function; and its inclusion will improve support to the soldier and the chain of command and/or generate savings in personnel, money, or time.

Based upon those measures and evaluation of the advantages and disadvantages, the TAPCEN study group recommended that the following agencies or functions not be included in the Army Personnel Center:

- The Adjutant General's Office
- The U.S. Army Recruiting Command (USAREC)
- Directorate of Civilian Personnel (DCP), ODCSPER
- Army Board for Correction of Military Records (ABCMR).

On 16 October 1972, the Vice Chief of Staff, U.S. Army (VCSA) approved the plan to establish the U.S. Army Military Personnel Center (MILPERCEN). The plan recommended that DCSPER, DA conduct a follow-on study during the summer of 1974 to consider a permanent site for MILPERCEN and whether the following additional elements or functions should be assigned in MILPERCEN:

- U.S. Army Physical Disability Agency
- U.S. Army Finance Center
- U.S. Army Reserve Components Personnel and Administration Center
- Office of Management Assistance, Reserve Components
- Office of the Provost Marshall General (Correction Function)
- Offices of the Judge Advocate General, Chief of Chaplains, and The Surgeon General (Personnel Management Functions).

It appeared to the TAPCEN study group that the conduct of this study was essential to identify potential savings of resources; to improve efficiency; to eliminate duplication, fragmentation, and redundancy of functions; and to find a permanent site for MILPERCEN. However, in April 1973, the DCSPER concluded that the follow-on study to TAPCEN was not necessary.

During the FY 1975 inspection of MILPERCEN by the Inspector General, questions were raised about a permanent

site for MILPERCEN and the TAPCEN recommendations. In January 1975, the DCSPER concluded that the Hoffman Building should be considered as a permanent location for MILPERCEN. The DCSPER's views on the TAPCEN recommendations were:

(1) The requirement to study in summer 1974 the merger of the U.S. Army Physical Disability Agency with MILPERCEN was overtaken by events. The issue was surfaced in mid-1973 following the February 1973 DCSPER Reorganization. The DCSPER decided that there were no significant economies or efficiencies to be gained by such a merger. Moreover, the merger would have created another "layer" of supervision which would run counter to Army efforts toward increased decentralization. On 18 December 1973, DCSPER Regulation 340-7 was published reflecting that decision and establishing the current relationships in which the Physical Disability Agency operates as a field operating agency directly under the DCSPER.

(2) Study of the possible merger of the Finance Center and MILPERCEN was deferred until completion of the COPPER Study (Pay-Personnel merger), which was a key recommendation of the Personnel Support Systems and Services Study (PS_3), referred to in the TAPCEN

Study. The DCSPER believed that evaluation of the merger at that time would have detracted from the COPPER Study.

(3) The proposal to transfer RCPAC from TAGO to MILPERCEN was not pursued at that time. Both MILPERCEN and RCPAC were in the process of significant systems efforts/changes; e.g., 70X (MILPERCEN), extension of SIDPERS (MILPERCEN), Direct Reporting (MILPERCEN), Merging of Pay and Personnel (MILPERCEN and PACDA), SIDPERS-RC, and JUMPS-RC (RCPAC). Changing those efforts would have been disruptive and caused an adverse impact by increasing costs. Changes to the organizations did not offer any real promise of better service or cost effectiveness.

(4) The same rationale was also applied to the proposed transfer of the Office of Management Assistance, Reserve Components, which is linked to the relationship between RCPAC and TAG.

(5) Office of the Provost Marshal General was discontinued in the May 1974 DA Reorganization. The corrections function of that office was transferred to DCSPER, and a Law Enforcement Division was established.

(6) The Officer Personnel Management System (OPMS), which was being implemented, excluded the three professional branches (Chaplains, JAGC and AMEDD). Expected completion of OPMS was end CY 75. The DCSPER believed that evaluating consolidation of the professional branches, amidst the difficult implementation of a new system which excluded them, would have been disruptive to OPMS and therefore was not pursued.

Today, MILPERCEN is the core organization in the personnel management life-cycle: procurement, education and training, distribution, sustainment; and separation/retirement. After mobilization, MILPERCEN will also manage those Army National Guard and Army Reserve personnel called to active duty. Because of MILPERCEN's role, the APC Ad Hoc study group, which was chartered on July 6, 1978, decided to use MILPERCEN as the core element in a conceptual Army Personnel Command. The APC Study Group had been directed to "develop the concepts which depict the most advantageous and efficient command relationships and organizational structure for performing the Army's personnel management and administrative function," and to determine "the need and feasibility of establishing an Army Personnel Command."

The concept of consolidating Army personnel management functions has been proposed and studied extensively since the early 1960's. The recommendations and decision which led to the establishment of the current MILPERCEN were essentially the first step in forming an APC. MILPERCEN has responsibility for those functions that require the operator to rely on information about an individual: name, social security account number (SSAN) and skill/specialty code. Further analysis shows that the operator of administrative service and support organizations in the PMS community do not rely on the skill specialty code to perform the organizational mission.

This examination of the concepts which depict an efficient organizational structure for performing the Army's PMS functions, and of the need and feasibility of establishing an Army Personnel Command (APC), is based upon three events:

(1) The first occurred on 13 September 1977, when the Commander, U.S. Army Administration Center, proposed and the Commander, U.S. Army Training and Doctrine Command recommended that the Army Personnel Command concept be re-examined.

(2) The second event occurred on 26 April 1978, when the Secretary of the Army announced the initiation of a series of formal base realignment studies which included the possible closure of Fort Sheridan, IL and the possible relocation of both USAREC and MILPERCEN to Fort Benjamin Harrison, IN. Moving USAREC and MILPERCEN to Fort Benjamin Harrison would collocate four organizations of the PMS community: ADMINCEN, USAFAC, USAREC, AND MILPERCEN; the latter two performing life-cycle personnel management functions and the first two providing support and services on an Army-wide basis.

(3) On 4 May 1978, the Director of the Army Staff directed the DCSPER to conduct a study to identify the most advantageous and efficient command relationships and organizational structure for accomplishing the Army's personnel management and administration mission should MILPERCEN and/or USAREC be moved to Fort Harrison. The analysis would include the possible formation of an APC at Fort Harrison as one of the alternatives.

2. MISSION, RESPONSIBILITIES AND ORGANIZATION OF AN ARMY PERSONNEL COMMAND

The organization described for Strategy Three in Chapter IX was initially developed in a similar configuration by the APC Ad Hoc study group mentioned above. The substantive results of the APC Ad Hoc study group's efforts were never published but were passed on through the Personnel Management Action Committee to Booz, Allen and Hamilton to consider in their conduct of PMS_2. Because of their pertinency to Strategy Three, the following sections, presented essentially as written by the APC Ad Hoc study group, are included in this report. This section reflects an "APC Concept" organization as envisioned by that study group. While not functionally identical with the Booz, Allen Strategy Three alternative, the thrust of the concept is similar.

(1) Mission

The U.S. Army Personnel Command (USAPERSCOM) executes plans, policies and programs applicable to the worldwide management and administration of military and civilian personnel, to include the operation of personnel information systems designed to support the individual and the chain of command for all components of the Army.

(2) Command and Staff Relationship

USAPERSCOM is a Field Operating Agency of the Deputy Chief of Staff for Personnel, Headquarters, Department of the Army. Directives, policies, and planning and program guidance are issued to the Commander, USAPERSCOM by or through the Deputy Chief of Staff for Personnel. Communications with the Army Secretariat or OSD Secretariat will be through the ODCSPER.

(3) Responsibilities

- Establishes and supervises operating procedures applicable to the management and administration of military and civilian personnel
- Operates the procurement programs applicable to military personnel (less the National Guard and the U.S. Military Academy) and those programs applicable to the several civilian career programs
- Develops and operates professional development programs for military personnel and civilian members of the several civilian career programs
- Develops and administers Army-wide personnel surveys
- Supervises the execution of programs in support of community life activities
- Convenes and operates Department of the Army Centralized Selection Boards

Provides personnel record reference services for other federal, state, and

local government agencies including Veteran's Administration requests for Statements of Service

- Supervises the operation of Disposition and Commemoration Programs for deceased personnel to include the Army Memorial Affairs Program, Army Personal Effects Program, and Army Post Cemeteries

- Supervises and operates the Armed Services Graves Registration Office (ASGRO), when activated

- Implements programs and policies concerning promotions, awards, separations, and retirements of military and civilian personnel

- Operates the Army Casualty Reporting System

- Supervises the administration of services and support for retired personnel

- Administers the personnel evaluation system to include appeal procedures

- Identifies and defines requirements for personnel research and combat and training development, and participates in the development of appropriate guidance for taskings to be issued by the DCSPER

- Manages the operation of the Army club system

- Serves as focal point for all matters pertaining to Non-Appropriated Fund (NAF) management to include the operation of NAF insurance and investment programs

- Participates in personnel mobilization planning for the Active Army, Reserve Components and civilian personnel

- Operates personnel information systems in support of personnel management functions
- Plans, programs, budgets, and coordinates requirements for resources in conjunction with the DCSPER
- Provide mission support for all USAPERSCOM activities, managing and supervising the use of all assigned or allocated resources consistent with Department of the Army policies and guidance
- Commands all military and civilian personnel assigned to USAPERSCOM activities.

(4) Channels of Communications

Communications between HQDA Staff agencies and the USAPERSCOM will be coordinated through the DCSPER on all actions affecting workload and staffing, organization, operational responsibilities and associated resources to include budget development and funding actions. Routine funding actions and required budget submissions to COA are exempted. Direct communication and liaison regarding technical functional matters between the USAPERSCOM and associated organizations are authorized and encouraged.

(5) Headquarters, U.S. Army Personnel Command (USAPERSCOM) Conceptual Structure

(Major functions indicated where appropriate)

1. Command Group

- Commander
- Deputy Commander
- Deputy Commander for Reserve and Mobilization Affairs (MOBDES)
- Chief of Staff
- Secretary of the General Staff.

2. Staff Group

- Comptroller
- Management Support Office
  - Internal Administration
- Enlisted Personnel Management Directorate
  - Assignments
  - Professional Development
  - Schooling
    - NCOES/SGMA
    - Civil
- Officer Personnel Management Directorate
  - Assignments
  - Professional Development
  - Schooling
    - Military
    - Civil
- Personnel Systems Management and Support Directorate
  - Standardization of Personnel Management System (Interface/ Procedures)

- Technical Advice/Supervision of MILPO's and CPO's

- Supervision of Field Personnel Management Information Systems (SIDPERS, CRS, RAPS)

- Casualty Reporting

- Maintain OMPF (Off)

- Personnel Surveys/Research Support

- Personnel Actions (Promotions, Awards, Retirements, Separations, Reclassification)

- Special Actions

    o DA Selection Boards

Public Affairs Office

Information Systems Operations Office

- Operates HQPERSCOM DPI

- Customer Services and Technical Assistance

Plans and Operations Office

- Exercise/Mobilization/ Contingency/COOP Planning

- Special Actions/Audits/ Inspections/Inquiries

- FOIA/Privacy Act Actions

- Force Structure and Sustainment

- ABCMR Representatives

- AMO

- Internal Review/Analysis/ Evaluation/Inspections

. Staff Judge Advocate.

3. Line (Operating) Directorates

. Distribution and Operations Directorate

- Distribution Plan Development for Officer and Enlisted Personnel
- Requirements Development
- Movement Control
- Weapons Systems Support
- Procurement and Retention
- Personnel Readiness
  - o Evaluation System Appeals
  - o Casualty Status Determination
- Personnel Evaluation Systems (Development, Operation and Analysis)
- Military Personnel Occupational Classification System and Structure

. Community, Morale and Special Personnel Programs Directorate

- Army-wide Morale Support/ Recreation Services Programs
- Fund Raising and Solicitation

- Intra/Inter Service and International Sports
- Continuing Education Programs
- Community and Family Support Activities
- Clubs and Messes
- NAF Management
- Army Bands Program
- Retired Activities and Support
- Professional Entertainment
- Survivor Assistance

Civilian Personnel Directorate

- Operates Centralized Civilian Career Programs
- Provides Technical Assistance in Personnel Program Evaluation
- Manages resources of Training, Education, and Development Student Detachment and of Civilian Executive Development Funds
- Develops Procedures and Recommends Policies in Support of Civilian Personnel Management
- Develops functional information system requirements
- Monitors technical operation of field CPO's.

4. Subordinate Organizations

- U.S. Army Recruiting Command
- U.S. Army Reserve Components Personnel and Administration Center
- U.S. Army Enlisted Personnel Records and Evaluation Center
- U.S. Army Enlistment Eligibility Activity
- U.S. Army Central Personnel Clearance Facility
- U.S. Army Personnel Transportation Assistance Offices.

(Some organizations which were subsequently discontinued have been deleted from the list as developed by PMAC.)

5. Relationship of Associated Organizations to USAPERSCOM

(1) U.S. Army Personnel Information System Design Agency (PERSINSDA)

A proposed ODCSPER Field Operating Agency having the mission of designing and developing HQDA and field information and reporting systems in support of Active Army, Reserve Components and Civilian Personnel management functions, to include retired personnel information

systems. PERSINSDA will maintain liaison with USAPERSCOM, USAFAC, USACSC, USAADMINCEN, and NGSA. Field Systems under design by PERSINSDA require validation by ADMINCEN to ensure system capability in combat operations. Additionally, PERSINSDA will coordinate all systems design and development efforts with USAFAC to ensure compatibility with field finance systems. PERSINSDA will act on behalf of the DCSPER in reviewing all finance systems, proposals and designs to ensure compatability with current and planned personnel information systems. PERSINDA evaluates systems concept proposals developed by the ADMINCEN and undertakes design efforts as directed by the DCSPER. Functions and associated resources to be transferred to PERSINSDA are now located in MILPERCEN, RCPAC, NGSA, USAREC, CIVPERCEN, TAGCEN and ADMINCEN.

(2) U.S. Army Finance and Accounting Center

USAFAC will continue as a COA Field Operating Agency and will continue to

be responsible for the design of finance information systems for both departmental and field use. Automated data links and terminals are envisioned to connect USAFAC with HQUSAPERSCOM, USARCPAC and NGSA. Finance information systems designed for battlefield application will be jointly validated by PERSINSDA (DCSPER), COA and ADMINCEN prior to implementation unless such validation is otherwise exempt from this requirement. ADMINCEN and PERSINSDA may develop and propose systems concepts and changes to USAFAC for evaluation and further design.

(3) U.S. Army Administration Center

ADMINCEN will continue as a TRADOC functional center for combat and training development. It will provide combat and training development support for all functional areas for which USAPERSCOM has operational responsibilities and the DCSPER is the policymaker. USAPERSCOM identifies and develops requirements

which were tasked to ADMINCEN by the DCSPER. ADMINCEN monitors and evaluates administrative systems developed by PERSINSDA and USAFAC to ensure systems capability in combat operations. ADMINCEN develops recommendations for new or improved systems designs which are forwarded for consideration and development by PERSINSDA and USAFAC.

(4) U.S. Military Enlistment Processing Command

To be established as a separate command operation and a DCSPER FOA. Recruiting activities of USAPERSCOM will continue to be supported by MEPCOM.

(5) National Guard Support Agency (NGSA)

To continue as an FOA of NGB. Data links and terminals will connect the NGSA with USAPERSCOM for the purpose of total Army mobilization and manpower planning only.

(6) Office, Surgeon General

Coordinates with and advises USAPERSCOM regarding personnel management matters pertaining to medical department personnel and related enlisted specialties.

(7) Office, Judge Advocate General

Coordinates with and advises USAPERSCOM regarding personnel management matters pertaining to members of the Judge Advocate General Corps and related enlisted specialties.

(8) Office, Chief of Chaplains

Coordinates with and advises USAPERSCOM regarding personnel management matters pertaining to Chaplains and related enlisted specialties.

APPENDIX C

RESPONSIBILITIES OF THE MAJOR PMS ELEMENTS

RESPONSIBILITIES OF THE MAJOR PMS ELEMENTS

The Personnel Management functions performed by the elements of the PMS are discussed in this appendix.

1. OFFICE OF THE SECRETARY OF THE ARMY

The Assistant Secretary of the Army (Manpower and Reserve Affairs) responsibilities include:

- Force structure requirements and management
- Army National Guard and Army Reserve Affairs
- Manpower and personnel management, military and civilian
- Personnel procurement
- Labor management relations
- Equal opportunity
- Morale and welfare
- Education and individual training.

The U.S. Army Military Review Boards Agency has operational and command supervision over:

- Army Council of Review Boards
- Physical Disability Appeal Board
- Army Board for Correction of Military Records
- Army Clemency and Parole Board.

These boards execute the policy of the Secretary of the Army as provided in applicable provisions of law for review of appeals in each of the enumerated functional areas. The boards operate under the ASA (M&RA).

2. THE ARMY GENERAL STAFF

The Director of the Army Staff is responsible to the Chief of Staff and Vice Chief of Staff for guiding and integrating Army Staff efforts in all Army matters, and coordinating the activities of all agencies reporting to the Chief of Staff. Principal functions of reviewing and analyzing programs, requirements, resource planning guidance and allocation policies are executed by the Director, Program and Evaluation. The Director of Management is the principal advisor to CSA on matters relating to overall Army Management objectives, policies, and concepts, management of Army studies and he acts as coordinator for execution of the Army Study Program.

The Deputy Chief of Staff for Personnel (DCSPER) has Army General Staff responsibility for the formulation, management, and evaluation of personnel policies, plans, and programs for all components of the Army (military and civilian to include the Active Army, National Guard, Army Reserve, and Reserve Officers' Training Corps). In addition, DCSPER on behalf of the Secretary of the Army acts

as the Executive Agent for the Department of Defense for the administration of the DOD Enemy PW/Detainee Program; the operation of the Armed Forces Examining and Entrance Stations (AFEES). In discharging these responsibilities, the impact on Army National Guard and Army Reserve personnel not on active duty and those in the transition phases of entering on or being separated from active duty, is considered in equal detail with the impact on Active Army personnel.

He exercises supervision and control over:

- U.S. Army Research Institute for the Behavioral and Social Sciences
- U.S. Military Academy Preparatory School
- U.S. Military Enlistment Processing Command
- U.S. Military Academy (FOA for routine administrative matters only).
- U.S. Army Recruiting Command
- U.S. Army Military Personnel Center*
- U.S. Army Physical Disability Agency*
- U.S. Army Civilian Appellate Review Agency
- U.S. Army Civilian Personnel Center

* Functions as ODCSPER directorate.

Also, the DCSPER exercises General Staff supervision over TAG/CG, TAGCEN as an ODCSPER director for community life support and Reserve personnel management functions.

The Deputy Chief of Staff for Operations and Plans (DCSOPS) has General Staff responsibility for individual training (less foreign military) conducted in Army Training Centers and Service Schools and in units, and establishing personnel distribution priorities through the DA PPL and DA MPL.

The Comptroller of the Army has General Staff responsibility for budget, cost analysis, economic analysis, military/civilian pay procedures, finance and accounting, financial management, resource management policy review, and productivity and management improvement activities within the Army. The COA exercises supervision and control over the U.S. Army Finance and Accounting Center (USAFAC). He serves as the HQDA proponent for the Comptroller Office Specialty Program and functional chief for the Comptroller Civilian Career Program.

The Assistant Chief of Staff for Automation and Communication has General Staff responsibility for all automation and communications programs, including Personnel Information Systems. He is the functional chief of the ADP Civilian career program and HQDA proponent for ADP and communications. In addition he furnishes technical advice for the warrant officer and enlisted military occupational specialities for ADP and communications. He exercises control over the Computer System Command, the FOA responsible for the design, development, installation, programming, maintenance and improvement of Army multicommand ADP systems.

3. THE ARMY SPECIAL STAFF

Many of the members of the Army Special Staff except OCE play a significant role as members of the Personnel Management System.

The Adjutant General (TAG) is the principal advisor to the Chief of Staff for Army administrative systems, community life support systems and U.S. Army Reserve personnel and administrative systems. TAG serves as Commander of the U.S. Army Adjutant General Center and exercises command supervision and control over the U.S. Army Reserve Components Personnel and Administration Center. TAG serves as Army Staff Coordinator for all matters pertaining to U.S. Army prisoners of war and missing-in-action personnel and programs. He acts as Army Staff Coordinator for all matters pertaining to policy and operations of AAFES. TAG acts for the Secretary of the Army in administering the Armed Forces Professional Entertainment Program as executive agent for DOD. He also acts for the JCS in administering the Armed Services Graves Registration Office (ASGRO).

The Surgeon General (TSG) has Army Staff responsibility in the PMS areas for:

- Health professional education and training for the Army
- Under the General Staff supervision of the DCSPER, TSG has responsibility for:
  - Exercising personnel management authority over commissioned and warrant officer personnel of the Army Medical Department (AMEDD), except general officers

- Development of AMEDD officer corps authorizations within overall approved AMEDD officer ceilings

- Technical review of TDA and MTOE to ensure documents contain proper AMEDD personnel, title and grade

He exercises command authority over the U.S. Army Medical Department Personnel Support Agency.

The Chief of Chaplains (CCH) serves as Chief of the Chaplains branch and exercises career management authority over officers of the Chaplains branch.

The Judge Advocate General (TJAG) is responsible for the career management of officers of the Judge Advocate General's Corps, except general officers.

The National Guard Bureau (NGB) serves both the Department of the Army and the Department of the Air Force. It is headed by a Chief who is the adviser to the Secretary of the Army and the Chief of Staff, Army and to the Secretary of the Air Force and the Chief of Staff, Air Force on National Guard matters. The NGB is the channel of communication between the departments concerned, the States, Puerto Rico, the Virgin Islands, and the District of Columbia on matters pertaining to the National Guard, the Army National Guard of the United States, and the Air National Guard of the United States (10 U.S.C. 3015).

The Chief, Army Reserve (CAR) is the advisor to the Chief of Staff on Army Reserve matters. The CAR has responsibility for all matters pertaining to the development, training, and

maintenance of the Army Reserve. Operating within established Army policies, the CAR participates with other Army Staff agencies in the formulation and development of Department of the Army policies, programs, and actions affecting the Army Reserve. This includes actions relating to recruitment, training, readiness of IRR, mobilization plans and USAR administration.

4. FIELD OPERATING AGENCIES (FOA)

Functional responsibilities for certain FOA have been included in the foregoing descriptions of organizational responsibilities. However, due to their missions the U.S. Army Military Personnel Center, the U.S. Army Civilian Personnel Center, the U.S. Army Recruiting Command, the U.S. Army Reserve Component Personnel and Administration Center and the U.S. Army Adjutant General Center are discussed separately.

The U.S. Army Military Personnel Center (MILPERCEN) executes and recommends military personnel policies, systems, and programs; develops and supervises procedures applicable to military personnel management and develops directly related support services, to include personnel information systems in support of the soldier and the chain of command.

The CG, MILPERCEN currently has a DCG for Mobilization (MOBDES) and a Deputy for Weapons Systems Management. The principal functional operating directorates are:

- Officer Personnel Management Directorate
- Enlisted Personnel Management Directorate
- Personnel Management Systems Directorate
- Personnel Information Systems Directorate

FOA under MILPERCEN are:

- U.S. Army Enlistment Eligibility Activity
- U.S. Army Central Personnel Security Clearance Facility
- Military Personnel Transportation and Assistance Offices
- U.S. Army Enlisted Records and Evaluation Center.
- Personnel Security Screening Program Retailments(5)

The U.S. Army Civilian Personnel Center (CIVPERCEN) is a FOA under the supervision of the Director of Civilian Personnel. The mission of CIVPERCEN is as follows:

a. Execute DA operational personnel systems for centralized career administration, personnel data systems, and program evaluation.

b. Provide policy guidance and technical assistance to major commands, installations, and activities in civilan personnel program areas.

c. Develop procedures and recommended personnel policies, procedures, systems, and programs in support of the civilian component of the Army.

d. Provide centralized management of the resources of the U.S. Army Civilian Training, Education, and Development Student Detachment and of civilian executive development funds.

The U.S. Army Recruiting Command (USAREC) is an FOA of DCSPER. The mission of USAREC is to recruit personnel from civilian life for the Active Army and Army Reserve; and assists in ROTC, Army National Guard, and special personnel recruitment efforts as requested.

The CG of USAREC is also the Commander of the Military Enlistment Processing Command (MEPCOM). MEPCOM is a DOD staffed agency responsible for the operation of the Armed Forces Examining and Entrance Stations (AFEES). HQ USAREC provides support to MEPCOM for selected staff functions.

The mission of the CG, RCPAC, in support of TAG's overall mission, is to provide:

. Administrative support and services for:

- Individual Ready Reserve.
- Standby Reserve.
- Retired personnel (RA, AUS, USAR, ARNG).
- Separated Army personnel.
- USAR officers of the selected reserve.
- Philippine people who, during World War II, served in the Armed Forces of the United States in the Philippines, in the Philippine Commonwealth Army, or with recognized guerrilla units in the Philippines.

. Personnel management for U.S. Army Reserve personnel.

The CG, RCPAC, directly supports TAG in operation of the Army Records Management System, to include:

- Reference services from retired records for other Federal, State, and local government agencies including Veterans' Administration requests for benefits eligibility statements of service.

- Receipt, screening, storage, and disposition of personnel records of separated (including retired) military personnel.

The CG, RCPAC, will assist TAG in his responsibility for:

- Mobilization of Individual Ready Reserve Standby Reserve, and Retired personnel (RA, AUS, and USAA)

- Personnel management of all U.S. Army Retirees (RA, AUS, and USAR) for possible recall to active duty in support of National Mobilization.

- Command and control of nonunit Individual Ready Reserve, Standby Reserve, and Retired personnel (RA, AUS, and USAR).

- Personnel management activities of the Army Reserve.

- Planning, development, programming, and installation of Army Reserve personnel automated information reporting systems and operation of the USAR portion thereof, in coordination with FORSCOM and the Chief, Army Reserve.

- Administrative support to the Army Discharge Review Board.

- Maintain and provide information from official military personnel files (OMPF) or automated master personnel files.

- Administer nonunit Ready Reserve, Standby Reserve, Retired Reserve and dual component personnel.

The U.S. Army Adjutant General Center (TAGCEN) is an FOA of TAG. In this dual-hatted capacity, TAG has Army Staff policy and operational responsibility for Army administrative systems and community life support systems. Army administrative systems include: Army Publications and Army

Field Printing Systems, Army Postal Services, Information Management Systems, Army Records Management Systems, The Central United States Registry, Army Courier Service, Heraldic Activities, Army Unit Designations, and HQDA proponency for OPMS (SC 42 and SC 43) specialties. In addition, TAGCEN provides administrative support to HQDA and in some cases to DOD in such areas as Defense Postal Service, safety, publications, editorial services, locator service, and HQ information inventory and retrieval systems. It also provides budgeting services to certain DA staff agencies and their field operating activities throughout the world.

Army community life support systems include: Disposition Programs for deceased personnel, Funeral Support, Ceremonies, Memorialization, Army Casualty Reporting Systems, Programming for Quality of Life functions, Army Community Services Program, Personal Commercial and Consumer Protection Affairs, Solicitation, Fund Raising, Army Emergency Relief, American National Red Cross, United Services Organization, Scouts, Participation in Activities of Private Associations, Army Gift Program, Flags and other related items, U.S. Soldiers' and Airmen's Home, Retired Activities, Social Security Matters, Veterans' Affairs, Survivor Benefit Plan, Army Voting Program, Naturalization and Citizenship, Identification Cards and Tags, Civilian Clothing Allowances, Morale Support Activities, Army Band Program, Army Continuing Education Systems, Army Club System, and The Army Nonappropriated Funds Program (less personnel administration functions).

APPENDIX D

COMMITTEES ON WHICH PMS OFFICIALS SERVE

COMMITTEES ON WHICH PMS OFFICIALS SERVE

International Committees

Air Standardization Coordinating Committee (Terminology)

Committee on Youth and Juvenile Justice

Crime Prevention Committee

International Association of Chiefs of Police

Joint Military Terminology Group

Uniform Crime Records Committee

Interagency Committees

Advisory Committee to Office, Labor Management Relations - USCSC

American Correctional Association

Army Staff Incentive Awards Committee

Board of Directors, National Safety Council

- Traffic Education and Training Committee, National Safety Council
- Industrial Safety Conference Committee, National Safety Council
- Finance Committee, National Safety Council

Computer Output Microfilm, Formats and Coding

FASOG - Copier/Duplicating Management Committee

Federal Government Word Processing Council

Federal Information Processing Standards Committee Task Group 18 (Computer Output Microfilm)

Federal Interagency Committee on Education

- Educational Consumer Protection Committee
- Education Technology Committee

Federal Personnel Management Information Systems Users Group

Federal Prevailing Rate Advisory Committee

Interagency Advisory Group

IAG Committee on Adverse Actions Appeals

IAG Communications with and Orientation of the Federal Work Force

IAG Committee on Development and Training

- Federal Training Policy Standing Committee
- Training Educational Technology Committee
- Training Research Standing Committee

IAG Committee on Equal Employment Opportunity

- Upward Mobility Subcommittee

IAG Committee on Executive Manpower

- Staffing Subcommittee

IAG Committee on Federal Personnel Management Information Systems

- Manpower Statistics Subcommittee
- Personnel Data Standardization Subcommittee
- Personnel Processing Subcommittee

IAG Committee on Intergovernmental Personnel Programs

IAG Committee on Job Evaluation

- Classifier Training Subcommittee

IAG Committee on Labor Management Relations

IAG Committee on Pay, Leave, and Hours of Duty

IAG Committee on Performance Appraisal

IAG Committee on Personnel Management Evaluation

- Task Force on Productivity Measures for Operating Personnel Offices

IAG Committee on Personnel Research

IAG Committee on Retirement, Insurance, and Occupational Health

IAG Staffing Committee

College Relations and Recruitment Subcommittee

Merit Promotion Subcommittee

Selection Guidelines and Criteria Subcommittee

Selective Placement Subcommittee

Student Employment and Work Study Program Subcommittee

Veterans Employment Subcommittee

IAG Task Force Relating to Merit Staffing Review Recommendations, Task Group #9

IAG Committee on Workforce Planning and Analysis

IAG Work Group, CPDF

Information Storage and Retrieval

Interagency Committee on Federal Activities for Alcohol and Drug Abuse

Interagency Committee on Overseas Allowances and Benefits for US Citizen Employees

Interagency Crafts Committee

Subcommittee on Statistics, Federal Library Committee

TAGO/TAGCEN Activities and Welfare Fund Committee

Task Force on Merit Staffing Review Recommendations

Joint/DOD Committees

Ad Hoc Committee on Storage of Explosives/Ammunition on Merchant Ships

Ad Hoc Committee on Unionization

Armed Forces Relief and Benefit Association

Armed Services Vocational Aptitude Battery Working Group

Reserve Forces Policy Board

Army and Air Force Civilian Welfare Fund, Board of Directors

Automated Career Management System (ACMS) Policy Review Committee

Board of Commissioners, United States Soldiers Airmen's Home

Board of Directors, Army and Air Force Exchange Service

Committee on Private Voluntary Agency Eligibility

Consolidation of Civilian Personnel Regulations within DOD

Consolidation of DOD CPO Overseas

Defense Activity for Non-Traditional Educational Support (DANTES) Policy Council

Defense Procurement Career Management Board

Department of Defense Corrections Council

Department of Defense Nonappropriated Fund Instrumentality Retirement and Insurance Working Committee

DOD Advisory Committee for Nonappropriated Fund Matters

DOD Alcohol and Drug Advisory Committee

DOD Committee on Environmental Differential Pay

DOD Commercial Affairs Board

DOD Interservice Work Groups

- Merit Pay
- Senior Executive Service
- Performance Appraisal
- Delegation of Authority
- Labor Relations
- Adverse Actions and Discipline
- Training and Orientation
- Equal Employment Opportunity

DOD Labor Relations Policy Coordinating Committee

DOD Law Enforcement Task Force on Drug and Alcohol Abuse

DOD Management HQS Steering Committee

DOD Management HQS Study Group

DOD MWR Subcommittee on library Services

DOD Postal Policy Committee

DOD Physical Security Review Board

DOD Safety and Occupational Health Policy Council

DOD Steering Group - Civil Service Reform

DOD Wage Committee - Appropriated Fund

DOD Wage Committee - Nonappropriated Fund

Drug Abuse Testing Program

Equal Opportunity Research Coordinating Group

Inter-Service Sports Committee

Interservice Work Group for Position Classification Alignment

Joint Board for the Retired Serviceman's Family Protection Plan (RSFPP) and the Survivor Benefit Plan (SBP)

Joint DOD Defense Privacy Board

Joint DOD National Policy Coordinating Committee, Combined Federal Campaign - Overseas Area

Joint Services Retired Activities Working Group

Joint Service Working Group on Enlistment Forms

Joint United States Postal Service/Department of Defense Task Force

Liaison Group for Drug and Alcohol Research and Development

Media Support Group, Alcohol and Drug Abuse

Microform Steering Committee

Overseas Dependent Education Council (ODEC)

Per Diem Travel and Transportation Allowance Committee

- Military Advisory Panel
- Civilian Advisory Panel

Periodical Committee

Personnel Management Information Systems Standardization Working Group

Race Relations Education Board

Reserve Forces Policy Board

Training and Personnel Technology Conference

Intra-Army Committees

Advertising Policy Council

Alternative Preassignment Systems Test Steering Group

Army Advisory Committee on Energy

Army Aviation Personnel Requirements for Sustained Operations

Army Board for the Correction of Military Records

Army Civilian Career Program for Safety Management Planning Committee

Army Civilian Career Program for Safety Management Screening Panel

Army Clemency Board

Army Command and Control Master Plan (AC^2MP) Work Group

Army Command and Control Steering Committee

Army Electronic Warfare and Intelligence Board

Army Emergency Relief

Army Environmental Council and Committee

Army Incentive Awards Board

Army Intelligence/Electronic Warfare Reorganization Orientation Committee

Army Intelligence/Electronic Warfare Reorganization Overwatch Committee Working Committee

Army Mutual Aid Association

Army Operational Readiness Analysis (OMNIBUS) Steering Committee

Army Personnel Advisory Council

Army Policy Council

Army Reserve Forces Policy Committee

Army Staff Audit Priority Committee

Army Staff Council

Army Staff Incentive Awards Committee

Army Subcommittee on Safety and Occupational Health Policy

Army Tactical Command and Control Master Plan (ATACCOMAP)

Army Uniform Board

ASARC Manpower/Personnel Review Committee

Automated Force Planning Systems Management Board

Aviation Position Review Committee

Budget Review Committee

Canal Zone Civilian Personnel Policy Coordinating Board

Civilian Executive Manpower Board

Committee on Echelons above the Corps

Construction Requirements Review Committee

DA Executive and Professional Development Committee

DA Federal Women's Programs Advisory Board

DA OPSEC Steering Committee

DA Standing Committee on Equal Opportunity

DA Subsistence Review Committee

DA Suitability Evaluation Board

Department of the Army Classification Review Committee Working Group

Department of the Army Physical Security Review Board

Department of Army Privacy Review Board

DCSOPS Quarterly Ammunition Upgrade Program

Elimination of Impact Areas on Ranges (Range Safety)

Enlisted Personnel Management System (EPMS) Steering Committee

European Capabilities (ECAP) Effort

European Capabilities Enhancement Issue: Uploading the Basic Load of Ammunition

Preliminary Research and Development Advisory Committee

General Staff Council

HQDA ADP Career Management Committee

HQDA Contingency of Operations (COOP) Task Force Committee

Interoperability of Tactical Command and Control System in Support of Ground Amphibious Military Operations (GAMO)

Joint Uniform Military Pay System (Reserve Components) Planning Group

Minority Officer Recruitment Effort

Mobilization Review and Evaluation Committee

Net Assessments

ODCSPER Special Review Board

Officer Personnel Management System (OPMS)Steering Committee

Omar N. Bradley Foundation Fund Council

Operation Readiness Monitoring System (ORMONS) Steering Committee

Organizational Effectiveness Steering Committee

Personnel Management Committee

Personnel Program Review Committee

Planning Board and Screening Panel for the Manpower and Force Management Civilian Career Program

Preliminary Research and Development Advisory Committee

Program Guidance and Review Committee

Program Optimization and Budget Evaluation Steering Committee (PROBE)

Rapid Reinforcement of NATO GO Steering Committee

Research, Development and Acquisition Committee

Resense Components Coordination Council

SA/Army Staff Support Group for Implementation of the Civil Service Reform Act

SELECT Committee

Senior Army Decorations Board No. 1

Senior Army Decorations Board No. 2

Specialty 15 - Aviation Career Pattern Study

Standard Installation/Division Personnel System (SIDPERS) (Reserve Components) Planning Group

Stationing Installations Planning Committee

Steering Committee, Development of the Tactical Communications Systems Master Plan (TACOMAP)

Steering Committee, OPMS-USAR

Strategy and Planning Committee

Subcommittee on Automation, Security of the Army Automation Steering Committee

The Adjutant General Records Management Committee

Theater Nuclear Force Security R&D Program

Total Force Analysis 83 GO Steering Group

USA Military History Research Fund Council

Wartime Requirements for Ammunition, Materiel and Personnel (WARRAMP)

Advisory Committees

Army Advisory Panel on ROTC Affairs

American Theatre Association/USO Touring Show Committee

Board of Visitors, United States Military Academy

Defense Advisory Committee on Women in the Services (DACOWITS)

Electronic Industries Association System Safety Committee, G-48

Federal Women's Program Committee

USN Personalized Portable Micromedia Display System Advisory Committee

Study Groups

DA Tour Length Task Force

Personnel Management Action Committee

APPENDIX E

COMPARISONS OF PERSONNEL MANAGEMENT PROCESSES

APPENDIX E

COMPARISONS OF PERSONNEL MANAGEMENT PROCESSES

Component / Functions	Active Army	Army Reserve	Army National
Procurement	OFFICER. Active Army - Procurement is through precommissioning sources such as United States Military Academy (USMA) ; Reserve Officer's Training Corps (ROTC); Officer Candidate School (OCS); and direct appointment. ENLISTED. USAREC recruits/ personnel from civilian life. Recruiting objectives are established by ODCSPER, DA, based on projected Army requirements, MEPCOM, through its sixty-six AFEES, conducts physical examinations and mental tests of potential enlistees. Applicants select from various enlistment options designed to match a potential enlistee's qualifications and preference to the Army's requirements. A recruiting quota system (REQUEST) provides quotas and reservations for training school seats for enlistees. Qualified applicants effect enlistment, complete admin. processing and are shipped to appropriate recepton stations or duty station.	OFFICER. Procurement is through ROTC, Officer Candidate School (Reserve Components) Officer's leaving active duty, other OCS, and direct appointment. ENLISTED. Recruitment is generally for a specific assignment in a local unit. Recruiting is done by full-time USAR recruiters assigned to U. S. Army Recruiting Command. Addition l procurement of Reservists is accomplished by the transfer of service members who have a Reserve obligation to the USAR upon completion of their active duty.	Procurement of A warrant officers listed is a func State. The NGB recruiting effor funding and prog development. Th full-time recrui within each Stat NGB FOA supports ing and retentio through liaison with USAREC and
Education and Training	OFFICER. Educational subsystems are geared toward meeting Army requirements and individual professional development. ENLISTED. Five plateaus of training exist. Basic training/advanced individual training (BT/AIT) or one station unit training (OSUT) provide initial entry training (IET). The four subsequent levels of training are Primary, Basic, Advanced and Senior a nd are designated the NCOES.	OFFICER. Army Reserve Officers' individual education is to meet promotion requirements and individual professional development. Additionally, IRR officers go on periodic active duty tours with active units to maintain or refresh skills. ENLISTED. There is no significant difference in this area, although the USAR may be more constrained by funding than the Active Component. Training progresses at a slower pace due to the personnel being available only on a part-time basis. Skill Qualification Testing and the Non-Commissioned Officer Education System are being implemented in the USAR.	Education and tra level is a respo the ARNG Operati ing Division. T bility is exerci Schools Branch, at Edgewood Arse The Personnel Di tors individual (military and ci assure that offi officers and enl meet enlistment/ and promotion st develops policy enlistment/appoi monitors standar

ional Guard	Civilian Personnel
of ARNG officers, icers, and en- function of the NGB supports the ffort through program and policy . There is a cruiting force State, and an orts the recruit- ntion effort ison work and MEPCOM.	Recruitment is usually conducted by the Civilian Personnel Office that services each installation. Recruitment is generally for a specific job at a given installation (although there are career intern programs for some occupations).
d training at NGB esponsibility of rations and Train- . The responsi- ercised through the ch, an FOA located Arsenal, Maryland. l Division moni- al education l civilian) to officers, warrant enlisted personnel nt/appointment standards and cy concerning ppointment and dards.	Civilian training activities must be job related and there are very specific eligibility requirements. Most training activities for civilian employees are for the purpose of enhancing existing skills or to introduce new programs rather than to develop new skills.

Component / Functions	Active Army	Army Reserve	Army Nation
Distribution	OFFICER. Distribution is in accordance with Officer Distribution Plan (ODP) ensuring that commanders receive their fair share of all OPDM specialties; ODP is based upon Personne. Priority Model (PPM) reflecting priorities established by ODCSOPS. ENLISTED. Distribution is managed centrally by USAMILPERCEN. Approved authorizations established requirements. MILPERCEN assignment managers fill requisitions for personnel based on nominations from automated systems. Separate procedures are utilized for accessions and in-service personnel. Tour length and assignment policies are provided through ODCSPER.	Geography, personal circumstances, MTOE unit requirements affect distribution. Employment and other civilian circumstances affect availability for fill. Personnel are assigned to Reserve Component units under a decentralized management system. Procurement and assignment of officers and enlisted personnel depend upon existing or programmed vacancies in unit(s) withi a limited geographical area. Personnel policies for USAR are guided by AR 140-10 and AR 140-158.	There is no di level. Office enlisted are p particular job unit. The ass assignments th are accomplish Interstate tra at State level of both States sonnel policie guided by Nati lation (NGR) 6
Sustainment	OFFICER. OPMS, to include assignment, promotion and other selections, provide intensive but flexible management of officer careers based on Army requirements and individual preferences. ENLISTED. The force is sustained through extensions, reeinlistments, and the enlistment of prior service personnel. The programs are designed to retain those soldiers who meet qualitative standards. A year group management processs is the basic management tool. The force is also sustained by the enlistment of prior service personnel into needed skills and whose years of service are needed to balance the career force. Such options as guaranteed stabilization, training, guaranteed locations and bonuses provide the incentives program needed to sustain the force.	OFFICER. OPMS-USAR provides for periodic rotation between unit and IRR assignments, providing opportunity to advance and sustain skills. ENLISTED. Promotion opportunity is tied to unit vacancies and is often hampered by excessive tenure of senior NCOs in unit positions. This causes many young reservists to opt for separation at the end of their first enlistment if they perceive little opportunity for advancement. A high percentage of prior service personnel being recruited into the USAR further restricts promotion opportunity. Sustainment is basically a local problem and is affected by promotion opportunity quality of leadership and training and the perception of service in the local USAR unit on the part of the individual reservist.	THE ARNG has a modified versi OPMS. Careers to the extent the geographic associated wit The EPMS/OPMS cies originate but the system at State level.

ional Guard	Civilian Personnel
distribution at NGB icers/warrants and e procured for a job in a specific assignments/re- that occur ished at State level. transfers are done vel with the consent tes involved. Per- cies for ARNG are ational Guard Regu- 600-200.	Civilian assignments, with some exceptions, are voluntary and are based on an employee's individual qualifications, personal preference and management needs.
adopted a highly sion of EPMS and rs are managed t possible within ical constraints ith the ARNG. S program and poli- te at NGB level, em is executed el.	Motivation, recognition and the establishment of position and organizational structures are responsibilities of installation commanders who receive assistance on such matters from their Civilian Personnel Office. Pay administration and personnel record maintenance are functions of servicing CPOs. Most promotions are effected through selection of employees who apply for announced vacancies.

Component / Functions	Active Army	Army Reserve	Army National Guard
Separations	OFFICER. Removal can be for cause. The Army continues to have authority for reduction in force (RIF) if Congressionally required. Individual officers may be separated when passed over for promotion. ENLISTED. The authority to discharge active duty enlisted members including Reserve Component personnel serving on active duty or active duty for training is granted to general officer commanders of units and installations, commanders of certain medical treatment facilities, and, for some separation programs, to 0-6 and 0-5 commanders for separations which do not generally require a board.	OFFICER. Removal can be for cause, nonselection for promotion, or failure to participate satisfactorily. ENLISTED. The authority to discharge Reserve Component enlisted members (not on active duty) of the USAR is delegated to area commanders and the Commanding General, U. S. Army Reserve Components Personnel and Administration Center (CG, RCPAC). Except for cases in which approval of Headquarters, Department of the Army (HQDA) is required, area commanders may delegate authority to discharge individuals for reasons for which a discharge under other than honorable conditions may be given to a general officer in command having a staff judge advocate for cases arising in that command. Major categories of reasons for separation are expiration term of service, retirement, convenience of the government, dependency/ hardship, unsuitability, misconduct and alcohol or other drug abuse.	Separation from the ARNG done at State level for listed and at State and for officers and warrant cers (separation of offi and warrant officers inc withdrawal of Federal re nition which is a respon bility of the Chief, NGB All members of the ARNG a Reserve of the Army st separated from their Res the Army Status by RCPAC
Management Information Systems	OFFICER. Army-wide system with one data base, Officer Master File (OMF). ENLISTED. The basic personnel management information system is the Enlisted Master File which is record of each soldier on active duty and these who have been separated less than four months. The input to the EMF is provided by SIDPERS. In addition the ELIM-COMPLIP is a computer generated program which provides the current and future manpower status of the Army. It shows the man-year required to man the force, month-end strengths, the FSA, the TTPPS accounts, recruiting objectives, training base utilization, and gains and losses. PIA II is an automated data processing model which computes enlisted MOS training requirements.	The USAR has four personnel management information systems. One is at RCPAC and contains the data base for the Individual Ready Reserve (IRR). Each CONUSA operates a separate personnel management information system. None of these systems are compatible with the Active Component systems. The systems used by the three Armies are in the same format, but are not compatible with the one used by RCPAC for the IRR. Under development is SIDPERSUSAR, which will consolidate all USAR systems into one system operating at RCPAC. The transfer of information between the systems must be accomplished by a semi-automated data capture process.	The ARNG has the automat sonnel Reporting System (NGB Pam 680-3). This s contains the information by both the State and th to manage officers, warr icers and enlisted. The NGB uses its own co located in the Columbia to process information. computer is shared by th other ARNG staff element The States have their ow puters and provide the n sary data input for the computer. In the future ARNG will adopt a modifi SIDPERS.

Civilian Personnel

RNG is or en- nd NGB level ant offi- fficers includes recog- ponsi- NGB). NG who have status are Reserve of PAC.	Consistent with the majority of other civilian personnel processes, the separation process is decentralized at the installation level. This includes RIF and removal for cause. Separation services for retired employees and surviving dependents are administered by the U. S. Civil Service Commission.
mated Per- em s system ion needed the NGB arrant off computer, ia Bldg., n. This the ents. own com- e neces- he ARNG ure the ified	A new automated information system, Standard Civilian Personnel Management Information System (SCIPMIS), is currently being implemented throughout DA installations. This system will (1) support the CPO operating administrative functions (e.g., processing personnel actions); and (2) provide statistical information to managers, higher headquarters, and other government agencies.

2

APPENDIX F
PART ONE

UNABRIDGED ANALYSIS OF PERCEPTIONS SURVEY INTERVIEWS

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TABLE OF CONTENTS

		Page Number
I.	INTRODUCTION	1
II.	OPERATIONS OF THE PERSONNEL MANAGEMENT SYSTEM	3
	A. The System Itself	3
	B. Problems with the Personnel Management System	4
	C. Specific Elements of the System	8
	D. Personnel Problems in the PMS	13
	E. Knowledge and Understanding of PMS	14
III.	PERSONNEL MANAGEMENT FUNCTIONS	17
	A. Procurement	17
	B. Training and Education	25
	C. Distribution	33
	D. Sustainment	41
	E. Separation	46
IV.	SPECIAL PERSONNEL	50
	A. Army Medical Professionals	50
	B. Army Lawyers	52
	C. Chaplains	54
	D. Civilians	55
	E. Reserve Components	57

(CONTINUED)

TABLE OF CONTENTS

(CONTINUED)

		Page Number
V.	OTHER PERCEPTIONS	65
	A. Mission versus Training	65
	B. Leadership versus Management	67
	C. Peacetime Orientation versus Wartime Orientation	68
	D. Centralization versus Decentralization	69
	E. Retention: Numbers versus Quality	70
VI.	CONCLUSION	71

Figure 1

QUALITATIVE PERCEPTION INTERVIEWING

Field (June 7, 8, 12, at Ft. Steward and Ft. Belvoir)

Individual Interviews:

- 1 General Officer
- 1 Division Support Commander
- 1 Division Artillery Commander
- 3 BN Commanders (Infantry, Cavalry, Supply and Transport)
- 1 AG
- 1 G-1

Group Interviews:

- 1 BN and Co Commanders
- 2 Sr NCO/CSM
- 2 PAC/MILPO/PS personnel
- 1 BDE/BN S-1
- 2 EM

Washington Staff (June 11, 12)

Group Interviews:

- 2 MILPERCEN (Officers, NCOs)
- 2 TAGCEN (Action Officers)
- 1 ODCSPER (Action Officers)
- 3 Special staff:
  - TJAG Action Officers
  - TSG Action Officers
  - CCH Action Officers

Figure 1

(CONTINUED)

Reserves (79th ARCOM, Willow Grove, Pennsylvania, June 14, 21)

Individual Interviews:

1 Senior Officer, Reserves

Group Interviews:

1 Officers, active Army
1 Dual status Civilian/Reservists
1 Reservists

Totals:

9 Individual depth interviews
19 Group depth interviews
104 Total respondents

I. INTRODUCTION

As part of a comprehensive analysis of the Personnel Management System (PMS) of the United States Army, a study was conducted to determine the perceptions of this system by people who work in it or are impacted by it. The study comprises two distinct phases:

- An exploratory, qualitative study
- A quantitative survey of a representative sample of Army personnel

This appendix presents the findings of the first phase of the perception study, the qualitative exploration. The objectives of the phase were to:

- Gain an in-depth understanding of the perceptions of a variety of personnel at different ranks and different assignments
- Provide a basis for designing the sample and developing the questionnaire for the quantitative sample survey.

In-depth interviews were conducted with individuals and with groups representing DA staff, FORSCOM and TRADOC posts, and Reserve Components. Figure 1 summarizes the interviewing for this phase of the study. A total of 104 respondents participated in the interviewing.

A note on interpreting these results

It is customary to raise a caution concerning the limitations on generalization from any qualitative research. For one thing, the number of people studied is too small to achieve statistical

stability. Also, the nature of this approach to interviewing necessarily precludes the kinds of questions that would premit quantitative analysis. Thus, the findings reported are best viewed in the context of discovery, answering the questions of "what" and "why," but not "how many?"

The findings of the quantitative survey in Chapter VII and the second half of this Appendix, provide a basis for guaging the extent to which various viewpoints, perceptions and opinions discussed in this section represent the Army at large.

II. OPERATIONS OF THE PERSONNEL MANAGEMENT SYSTEM

A. The System Itself

For the most part, people did not talk about the overall Personnel Management System but rather focused on specific areas or aspects of it. A frequent comment was:

"It's a great system when you put it on paper,but..."

after which the speaker then discussed some specific aspect that pertained especially to him. Most comments on the overall system were made by members of the DA staff. One, for example, felt that the major problem with personnel management was:

"Getting people to understand how important personnel management is to doing the job. People are just as important as equipment or material."

Many others implicitly agreed with this assessment of the importance of personnel management, although few felt that the current system is sufficiently responsive to human needs. Two broad reasons for non-responsiveness emerged.

- Rigidity of the system and its regulations

"Policies are so rigid that the system creates dishonesty. They tell you can't do it, but you have to do it, so you do it anyhow (e.g., shift a man to a more productive MOS -- they don't find out until he goes on levy).

"Because of the weight control policy, we got

a man dried out. He lost 40 lbs plus two. We couldn't wait for him to lose that last pound so we could run down and reenlist him but he gained it all back right away."

"People are too worried about following regulations. Motivation systems in the Army cause people to concentrate inwardly on regulations, rather than outwardly on meeting people's needs."

- Complexity

"As far as the personnel guy is concerned, and the guy who is seeking job satisfaction out there -- he's never going to be totally satisfied in a system this complex, and it's going to be difficult for us, as managers in a system this complex, until we're able to pin down a lot of the audit trail requirements for these macrosystems, to explain to the individual why he can't have some sort of job satisfaction. He's still going to be kicked around in the system."

Or,as another put it more succinctly:

"Right now the machines run us in certain areas, we don't run them."

There is a growing concern that to deal with this complexity, more and more decisions will be made by computers, with the result that people will lose control.

B. Problems with the Personnel Management System

Several problems with the overall PMS were voiced in the qualitative interviews.

1. Multiple systems

Frustrations have been experienced as a result of what is perceived to be several systems running independently of one another:

"We have one System that supports the field Army and another one which supports the headquarters Army, and these two systems never interface. It's as if we were running two different Armies. Different regulations control them, and different commanders control them. We are running illogically two different personnel systems when we are one Army. Then you have the Reserve and the National Guard, each running a separate system as well."

2. System overload

One common perception among staff is that the Personnel Management System is overloaded. Their mission continues to be expanded, particularly by the introduction of new programs, while at the same time resources stay the same or even may be reduced.

"We have the problem of removing people but requiring that functions should still be performed."

"The army has this can-do attitude. If the guy says that he can't do it then they'll tell him he has a negative attitude."

"Like they say, you don't get more resources, you just get a driver with a bigger whip."

Besides the frustrations engendered in those who must work in it, this situation also has the potential of producing frustrations in those who are served by the PMS.

"We live in a world of limitations, and our personnel system professes to solve all problems. This presents people with unrealistic expectations."

3. System lag

The current PMS is perceived to have a serious response lag, which creates assignment problems. This perception is shared by people in the field and by people who work in the PMS in the Washington area. From the staff point of view:

"The poor guy that manages personnel gets two things -- the PBG and the PERSACS run -- which don't even vaguely match each other. So he has to go to the field and ask 'What's your real requirement?' So he tries to fill those requirements based on available people and the documentation that he has, but by time they match up requirements with people, six months later, the requirements have changed."

On the other hand, an NCO from the field told this story:

"One unit requisitioned an E7 to replace an outgoing E7. Three months later he hadn't come, so they requisitioned, on a priority. Three months later the Sgt. Major came and beat on the desk, so we requisitioned him again. And finally they got a person. And then another person...and then another person. Every time they requisitioned they put it in the computer, and then it started spitting out those people when they came back."

4. Inadequate information systems

Some members of the Washington area staff felt that the information systems with which they must work are inadequate. One mentioned an estimate of dependents in Iran that was made during the recent crisis at the request of the Chief of Staff and Congress. The estimate turned out to be short by 50,000 people because the information sys-

tem could not provide adequate or sufficiently detailed information. A similar problem, he felt, exists regarding Germany and Korea.

Another member of the Washington staff remarked that problems at the macro level are greatly exacerbated by the system's inability to track what happens to authorized spaces:

"We've found of 100% that go out to the field, only about 60% get back into FAS, and only about 40% get back into PADS. We don't have any way of checking authorization documents to make sure that changes that are effected here are put back into here."

5. Overly-frequent changes in the system

Several commented that the system continually changes, leading to three different kinds of problems:

- Re-organizations result in inefficiencies at the staff level

"Five years ago there were 3 layers between us and TAG and now there are 17 layers. There has been a re-organization every six months for the last few years. I just don't see things getting more efficient every time we re-organize. Instead, we get more unnecessary layering."

- Changes result in inefficiencies out in the field

"The system changes too frequently. Support people at lower levels never have a chance to learn the system. By the time they learn the acronyms and procedures, they have been changed."

- Changes undermine the credibility of the PMS

"You can't get used to a policy before it changes. We often put a program out and find out soon afterwards that it's not financially sustainable. This raises people's expectations, only to have them deflated later on. And, of course the credibility of the system is hurt. Many warrant officers have the attitude,'Why bother to read it because it'll change tomorrow, and then we'll have wasted our time.'"

C. Specific Elements of the System

While few people commented on the overall system, several specific elements of the Personnel Management System emerged in the discussions, either as areas of concern or controversy, or as improvements in areas that had been problems in the past.

1. Personnel Administration Centers (PACs)

One controversial feature of the current PMS is the change from handling administrative matters at the company level through the 1st Sergeant and the CO, to centralizing these functions at the battalion level in the PACs. Most often, the PACs were mentioned by field officers, field NCOs or personnel in the PACs.

On the positive side, virtually everybody felt that for the most part, the PACs were more efficient than the previous system. Most also felt that soldiers received better service from the PACs than they did, on the average, from the old system of company clerks and 1st Sergeants, particularly regarding paperwork to MILPERCEN. However, in spite of these very real advantages, there was a large body of sentiment that the PACs had resulted in a loss, rather than a gain, for the Army.

The following disadvantages of the PACS were cited:

- PACs are less responsive to the troops

"The PACs are unresponsive on pay problems. It was better in Germany, where the 1st Sergeant and the clerks in the companies were more responsive to the men. However, the quality of the work is better in the PACs."

"1st Sergeant and clerk typists had more contact with the troops and were more responsive to individual needs -- 'somebody on hand to answer the phone.' "

- PACs result in less contact between officers and NCOs, and the troops

"The PAC is the most self-defeating thing in the world. COs and 1st Sergeants don't know anything. Nobody goes to them any more, and this erodes their responsibilities. They have lost control -- troops start thinking the PAC is their mother, father, sister and brother."

"PAC prevents officers from firsthand knowledge of the troops' problems. Now they have the 'option' of getting more or less involved with their troops, and many don't. They make staff level without a lot of knowledge of what's going on with troops."

"In the back of NCOs' minds, they know there are these other places where they can refer soldiers. They think somebody else is getting paid for this. Why should I waste my time? This cuts down loyalty to the unit. Everytime we send him

outside the unit to solve a problem, we're cutting down that loyalty."

- PACs result in specialization rather than cross-training

"It was better when we had company clerks in the PAC. Now we have specialization. Clerks used to be more broadly trained -- they learned all the jobs instead of just one."

"Not enough cross-training -- that's where you get your experience."

- PACs will not work in wartime, so why have them now?

"In war, they simply won't work. Companies are far away from Battalion HDQ. They will have to decentralize PMS, Mess, Maintenance, and Supply from the Battalion back to the companies."

- Clerks are still necessary (and present) in the companies nonetheless

"A lot of routine typing is still necessary in the units, and so they have 'shadow clerks' -- 12 Bravos, 64 Charlies. How do you pick the commander's driver? I look for a guy who can type."

One officer entertained the possibility that the better service apparently resulting from the PACs might be due to the increased numbers of personnel involved in PMS -- the PAC, plus the "shadow clerks."

Interestingly, personnel from PACs were no less critical of the PACs than were the field officers and NCOs. Nor were those who criticized them unmindful of their advantages. But sentiments among those who discussed the PACs seemed on balance to be in favor of reinstituting the company clerk.

2. MILPERCEN

MILPERCEN was perceived by people in the field as a remote and complicated entity, and many substantive comments were made in specific areas that will be discussed in detail later. Some field officers tended to evince skepticism:

"At MILPERCEN you'll find that nobody understands the total system. Each understands only his own small portion."

Another disagreed, feeling that the people at MILPERCEN don't even understand their own small portions. Among personnel in the PACs, on the other hand, resentment toward the centralized authority of MILPERCEN surfaced:

"You get the feeling, when you talk to people at MILPERCEN, that the system is for everyone but them. They massage what <u>they</u> want."

"MILPERCEN has the Big Brother Syndrome -- 'You can do it, but check with us.'"

"Individuals are stabilized by MILPERCEN, and they stay stabilized forever -- that S never gets off their records. But they don't trust <u>us</u> to put the S on the records."

3. SIDPERS

While many felt that SIDPERS worked well, a few critical comments were made by people in the field. One officer felt that SIDPERS had replaced relatively simple "Morning Reports" with a more complicated computerized system. Someone in a PAC commented that while it is a good system, perhaps it is too advanced in light of the realities of implementation:

"The mechanized system we use -- SIDPERS -- is just a little too sophisticated for the users. I blame that on the training. We assign people to operate it at the Middle-Management level -- E6,E7 -- who haven't really been trained to use it."

4. JUMPS

The current pay system -- JUMPS -- was noted by many as being very effective. The only negative comment had to do with problems it might encounter in a wartime situation. One field NCO commented:

"Tell them that the JUMPS system works great!"

5. G-1/AG

One officer at a post noted the unique situation in the PMS by which at the Division level, the officer in charge of implementation (the AG) does <u>not</u> report to the officer in charge of policy (the G-1):

"We coordinate very well here -- an excellent working relationship. But it could cause problems. No matter how good a working relationship you might have, no matter how sincere the AG is about keeping the G-1 informed and working with the G-1, he still doesn't work for the G-1. The G-1 doesn't rate him, the G-1 doesn't write his report card. When you've got a situation like that, you're just not going to be as responsive as you would be if that guy <u>did</u>

write your report card."

"Before I came to this position, this situation used to create some confusion -- you wouldn't always know who to talk to -- G-1 or AG. The doctrine in this area is not clear, so there are differences from post to post, e.g., reenlistment in some posts handled by AG, on others by G-1."

However, this particular situation was mentioned by only one individual.

D. Personnel Problems in the PMS

As with many other areas in the Army, the Personnel Management System is perceived to be severely hampered by shortages of personnel. The shortage is manifested both in absolute numbers (too few people to begin with) and in quality (of those available, many are not capable of performing). These shortages have their impact at all levels of PMS, and those impacts can be crucial for the individuals involved. As one PAC NCO put it:

"The troops depend on these guys, it's their careers. These guys could inadvertently screw up a guy's career by not knowing what they're doing."

This NCO had had firsthand experience, having recently made a trip to Ft. Benjamin Harrison to straighten out a mix-up in his own files.

Regarding shortages in the Washington area staff:

"One of the things that I find frustrating is the lack of staff here at MILPERCEN for all the things we have to do. The only reason we are able to operate with any level of competence is that we have brought some extremely capable people specifically to aid us in MILPERCEN. So you have a bunch of guys here who are working harder than the norm to compensate for MILPERCEN personnel problems. However I don't have any complaints about the

way MILPERCEN is run."

And similarly out in the field:

"If we don't have enough typists it means we have to train a rifleman as a typist and then the system degenerates. This becomes more critical when you get into PACs and you find out that riflemen are training clerks."

Serious problems are encountered with the quality of personnel, however obtained, out in the field. One PAC NCO noted that typing is not a prerequisite for the 71 Lima MOS, and that he'd had a man come who could type one word a minute. Another PAC NCO commented:

"Now they're dumping 11 Bravo failures into support. It used to be the other way around. If you can't cut it as a clerk, go be a rifleman."

"They're lowering the standards again:
-GT scores down about 20 points
-Training manuals are using comics now
-Teaching SIDPERS by muppets
And even so, the flunkout rate is high."

E. Knowledge and Understanding of PMS

A number of people felt that the Personnel Management System would be more effective if it were better understood by personnel in the field. This sentiment was echoed by enlisted men, officers and Washington area staff. For example, a group of enlisted men agreed that:

"We could use more information about how the Army helps you and benefits you. The commanders don't get it out to the troops."

Only one man in the group was aware of monthly CO meetings to inform them on matters and issues that included the kind of information that the enlisted men felt they needed.

A Washington area staff member voiced his frustration with the "tremendous ignorance in the field concerning how the system works." He cited three reasons for that ignorance:

1. Constant change in the system

> "I have seen the system change so many times these last two years, that I don't know how a man can figure out what he has coming to him. Everyone got used to the terms, alternate and primary specialties, and all of a sudden those words are eliminated. A man calls up for an assignment in his alternate specialties, and he gets told that there are no longer any alternate specialties. Well, what's the man supposed to think?"

2. Blockage of the information flow

> "For some reason the word about the system doesn't get out there. We published a pamphlet for warrant officers, and we sent out 20,000 copies. Over 50% of the people I talked to never heard of it."

3. Cynicism

> "Cynicism leads to this ignorance. The credibility of the system is at issue. The soldier says to himself 'I've been told so many things by the system that I'm beginning to wonder what is right and what isn't right.'"

Another member of the Washington area staff felt that the system would work better if personnel would assume a more active role in the management of their own careers.

"There are things the soldier could do to meet us half way so we can assist him. He can be realistic with his assignment requests, he can be more conscientious in updating his file and he can be more open in letting us know his career goals. In most instances you will find that a guy's address is incorrect because he never got off his duff to change his address when his situation changed. You got to get guys to realize that they are their own best career managers."

However, interviews conducted with field personnel suggest that this view may underestimate their degree of seriousness and commitment to "managing their own careers." The example given of the cause for incorrect addresses may be contrasted with the battalion commander who told of still receiving mail addressed to him at his post three assignments previously, in spite of concerted efforts on his part to have the address corrected, including giving his PAC, "as a test," the assignment to get it straightened out.

III. PERSONNEL MANAGEMENT FUNCTIONS

A. Procurement

It is almost superfluous to note that there was a universal recognition that the Volunteer Army is currently suffering from a shortage of qualified personnel. While virtually everyone felt that this shortage was a frustration in terms of getting the job done, different degrees of seriousness were found. For example, one battalion commander commented:

> "I can be philosophical about personnel shortages, but the guy who is getting supplies out can go to jail if he can't get the job done."

1. Recruitment

There was universal awareness of current difficulties in recruiting sufficient numbers of capable personnel. Many commented on the pressures on recruiters, and some noted that the most able NCOs and officers were being shifted into recruiting to help alleviate these difficulties. Some cited shady practices that had come to their attention, such as "helping them to pass their tests" and misrepresenting the Army, to which recruiters had had to resort in order to meet their quotas. Recruiter suicides were known to some respondents.

Misrepresentation and "test assistance" do have their costs, however. One enlisted man noted that:

> "People come in expecting one thing, but find that it's something else. They often feel that they've been lied to by recruiters about education or type of work, so they just turn off."

He did allow, however, that fewer people would have enlisted in the first place, had they been told the truth. A field officer in an Engineer unit said much the same thing:

> "EMs are turned off by misleading recruitment. They are lead to believe they'll be in vertical or horizontal construction, then find that they're laying mines and barbed wire. At that point they figure that they've been lied to. Some can handle it, but a lot just turn off."

Many felt that the quality of incoming personnel was a greater problem than the absolute numbers. One field officer involved in personnel management noted:

> "We have the problem of getting troops who can't read or write. I've got people who are assigned for paperwork who are illiterates. They used to have these people as duty soldiers (janitors) but they took that position away."

A member of the Washington area staff perhaps best summed up the consensus feeling on recruitment:

> "Recruitment is our biggest problem, and no system is going help it. The kids are not out there. Civilian industry is picking out the cream of the crop, and we can't get the quality no matter how much money we offer them."

2. Reenlistment

While recruitment was perceived to be a universal problem, reenlistment was a problem to some but not to others. For example,in some units which had exceeded their reelistment quotas, officers had this to say:

"We are doing very well. We contact every individual well over a year before his term is up -- that's the key. Also we stress education, and that helps."

"Reenlistment is very good in this unit. Once you screen out the bad eggs, a lot good ones stay."

The latter officer estimated that 70% of the bad eggs are screened out in Basic Training and AIT, and that his unit had to screen out the remaining 30%.

However, others noted severe problems in keeping good soldiers in the service, particularly NCOs, both in the field and in Washington area staff:

"I'm shocked about the number of E6s and E7s leaving this building with 13 years service. It's not unusual to hear that a guy with 17 years service is walking out the door. We are going to have a shortfall in the 6 to 16 years-of-service group."

Specific contributing causes for leaving the service will be discussed in later sections of this report. Regarding the reenlistment function of personnel management itself, one officer noted:

"It is more difficult for a fully qualified soldier to enlist again in the Army than it is for a person who has never been in the Army to get into the Army."

One field NCO viewed reenlistment problems in his unit as one more outcome of personnel shortages:

"There are no authorized reenlistment NCOs in the units -- these are 'additional duties.' And what takes priority? The other work that has to be done."

3. "The New Soldier"

There was considerable discussion at all levels of the "New Soldier" -- the type of person now entering the Army, as compared to those that used to enter prior to the All Volunteer Army. Invariably, the "New Soldier" referred to enlisted personnel rather than officers. Little, if any, comment was made on the differential quality of present new officers as compared to the quality of officers in the past.

A minority view was that the "New Soldier" is no different from soldiers in previous years. One PAC NCO remarked:

> "I see no difference in the caliber of young people now. During the draft, people with BAs got ripped off by Headquarters. No matter what their MOS, they ended up in general steno. The line outfits never saw those guys. The Army's just about the same right now -- we are getting sub-par individuals now, but we always did."

Most people, however, felt that the current enlistee is different in many important respects from the draft-era soldier. One officer made this observation:

> "We don't get a cross-section of society. I went to my 25th high school reunion several months ago, and every one of those guys had gone into the service. Those who became most successful in the military are today the doctors, lawyers, and construction supervisors of their community. Those who didn't do very well in the service are not doing well in society. Unfortunately, the sons of the guys who did well are not going into the Army. The sons of the guys who didn't do very well are joining the Army, and they will bring to the Army less skills and motivations."

Another officer put it more bluntly:

"Many can't adjust to the Army, but they couldn't adjust to working for industry. They are really losers. They will probably be burdens to society in general."

The fact that large numbers were being eliminated or were leaving the Army did not bother him,as he felt that it was better to have a vacancy than to keep them in.

A number of specific features of the "New Soldier" were discussed:

a. Motivations and background

Some sensed a lessening of pride and professionalism, more of a "What's in this for me?" attitude. They felt that many enlistees had problems with authority and discipline, and that they had joined the Army because they could not hold jobs on the outside. One attributed some of these problems to disadvantaged backgrounds:

"You have people doing things wrong because of the society they grew up in. They don't know they are doing anything wrong. A guy offered someone a $20 bribe for a re-assignment, and he didn't realize he was making a mistake because in the society he grew up in there was nothing wrong with that."

A substantial number were less harsh in their judgments. The enlisted men, for example, while recognizing that some individuals had problems, in many cases felt there was a two-way street. They felt that people would respond better if there were more positive feedback ("Have somebody tell you that you did something good, for a change.")and less impersonal treatment. Justice and discipline were viewed as sometimes overly harsh or unfair, and:

"People get turned off by seeing leaders whom they respect get busted for one offense, while malingerers get by."

One Washington area staff member cited Maslow's "Needs Hierarchy" as relevant, suggesting that society used to be at the level of safety and security needs, but now is at the level of esteem needs. He felt that "We've got to have a PMS that recognizes that and deals with it effectively."

One field officer had this to say on the matter of the orientation of the "New Soldier" to authority and discipline:

"I think we made the assumption several years ago that by relaxing some of our rules we were going to make the Army more appealing to the soldier. I don't think he wants less discipline. I think one of the reasons he turned to the Army in the first place is for guidance and leadership. I think a lot of these young men want to put inside a nice set of parameters."

b. Capabilities

Agreement is widespread that, in the face of increasingly sophisticated weapons and paperwork, the mental capabilities of enlisted people are, on the average, declining. Officers, particularly, commented on this problem. Regarding weapons and equipment:

"The sophistication of weaponry and equipment is outstripping the capability of the troops. We must have more capable troops.We can't lessen the sophistication of the weapons systems, because you then can't counter the threat."

Problems of current personnel with paperwork in

the Personnel Management System have already been mentioned. However, there are other areas in which paperwork and recordkeeping also may be suffering as a result of underqualified troops. According to the commander of a calvary battalion:

> "It requires a relatively high level of mental dexterity to fill out a form to order spare parts. Without a bright guy in my PAC or PAM I see the whole system breaking down. Now in terms of the hardware, they do a good job handling it, but when it comes down to the system that supports the hardware, then we fall short."

Some mentioned that the average incoming enlistee has a reading level of 5th grade, and one estimate was made that 25% are functionally illiterate.

> "You look at the statistics on the number of people who can't make it through the Army courses. It's staggering the number who flunk out."

Many felt that, given the situation, the Army was making a good effort in coping with it by providing remedial education and vocational training.

> "The Army is becoming a rehabilitative institution and not a fighting force. We are constantly struggling to compensate for the deficiencies of the civilian sector. We are taking the unemployable and giving them a job."

c. Dependents

A larger percentage of enlisted personnel has dependents now than used to be the case, and this creates a number of difficulties for the individuals involved, particularly

lower enlisted people whose dependents must "live off the economy" overseas. Moreover, there is a greater reluctance to endure separations among the "New Soldiers." This moved one Washington area staff member to comment:

> "Kids in our society these days are not used to hardships. They are used to having it handed to them. They are not likely to go into a situation where he can't, for example, have his dependents with him. He can do better on the outside, so he quits."

d. Women

Many of the "New Soldiers" are women, and they are performing increasingly more jobs. Comments about female soldiers were generally positive. However, their presence does create issues that some felt would have to be addressed.

- While some felt that their role should not be extended to combat, others felt that there was nothing wrong with that:

  > "I feel that women <u>can</u> handle the system, that they are a great asset to the service. Sure they are going to get killed in combat, but we are going to come to the reality that we can't afford not to have these women."

- Moral conduct may require some modifications to accommodate both female soldiers and the morals of the 1970s.

- At the officer level, more females mean more two military career families. While assignments for such families are supposed to be made so as to keep them together, there apparently have been some problems with this in practice.

B. Training and Education

1. Basic Combat Training (BCT) and Advanced Individual Training (AIT)

Virtually no one mentioned Basic Training in the course of the interviewing, which probably indicates that soldiers who complete it and then stay with the Army view it positively.

The Advanced Individual Training given to combat troops was not discussed to any great extent. One PAC NCO, during a discussion of AIT for the personnel management MOSs remarked, that "all Army schools are poor, for example the 11 Charlie (81mm mortar). If you pass, fine. If you don't pass, that's still okay, you go anyhow." This was an isolated opinion.

Considerable criticism was directed at the training for technical MOSs and personnel management MOSs, for example, 71 Lima. The consensus was that these people were sent to the units with woefully inadequate training, and that On-the-Job Training of such personnel was a drain on the resources of the units. One field officer commented:

> "They should be trained before they get here -- we need the output. But we must take the time to train him, because we have a moral obligation to prepare him for his SQTs, to help him advance his career. I am not overjoyed with the quality of soldiers we are getting out of AID. We have to teach map reading to Recovery Specialists, for example."

Personnel from the PACs at a field post maintained that one of their major problems in performing their mission was a lack of qualified clerical personnel. They attributed some of the problem to the training these people received at Ft. Benjamin Harrison:

"At Ben Harrison they're just touching bases with all the different specifics that they're going to learn -- I think that school should be lengthened a little. The personnel field these days is so broad."

"I think it shouldn't be a self-paced course. It should be extended to 12 weeks ('longer than that')."

"I had never touched a typewriter before I went there. They tried to teach me to type and all the rest in eight weeks."

"TRADOC at Ft. Ben is teaching them 'You're a clerk typist,you work from 7:30 to 4:30 and take an hour for lunch.' When they're sent out to the field, they find out that it's very different. Their attitude is shot for the next 2½ years. They ought to tell them the truth."

"We told our new SIDPERS clerk, 'Forget everything you learned at Ft. Harrison, we do it differently here.'"

One PAC NCO perceived yet another problem in obtaining properly trained personnel from Ft. Harrison:

"To run a PAC you have to have a good staff of people. With the people that come from the schools, you're not going to get them. I hate to say it, but I think the cream of the crop gets ripped off at the top."

A G-1, who had taken the assignment on a temporary basis because he was available when it became necessary to fill the position, also felt that training would have helped:

"I had no formal training for personnel management before becoming a G-1, and it was a disadvantage. I would like to have had even a week or two. There used to be a

course at Ft. Ben for S-1 and G-1, but they no longer have it. PM training for everyone at the LTC level would be beneficial, but it isn't justified given all the rest of the things they have to do."

A field officer felt that more face-to-face interaction between trainers and troops would do a better job. He said:

"I am shocked at going through the training centers at Ft. Knox, Lee, Aberdeen, and seeing the large numbers of people who are assigned there who never come into physical contact with the recruits. Most of those people are involved in developing doctrine, transportable teaching packages, etc., not training people."

2. Manuals and training materials

Comments on current manuals and training materials were generally favorable. One PAC NCO was derisive about SIDPERS being taught by muppets at Ft. Ben, but his views were not supported by the others in the group. A field officer felt that the Army should not be so quick to accept the lower reading level of the troops, that the training manuals should be kept at a higher reading level. Again, this was a minority opinion.

On the other hand, many were positive about the new training manuals for the field, and some hoped that regulations would be simplified as well. One field officer remarked:

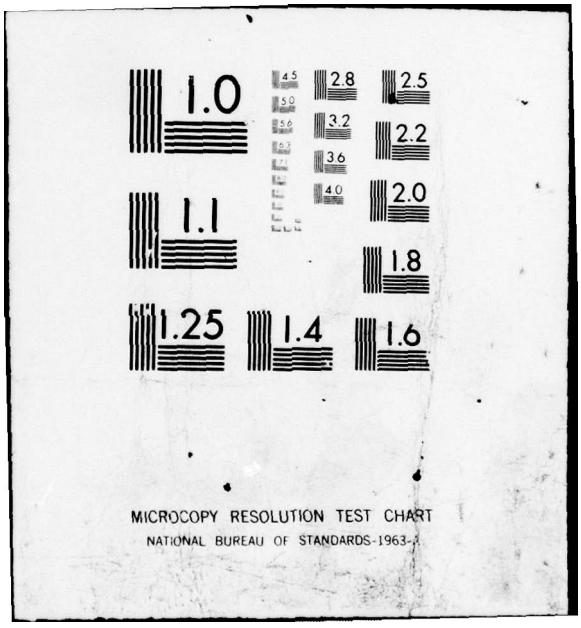
"The training manuals are so much better than when I first entered the Army. They used to be very sterile, with few pictures and diagrams. Now they are more readable and absorbable."

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3. Remedial education and civilian schools

The need for remedial education (for enlisted personnel) and civilian schooling (for both enlisted and officers) was generally acknowledged. There were no particular problems cited in regards to education for officers. However, problems in delivery of educational opportunities to enlisted personnel were noted at several levels For example, these comments were made in a group of enlisted men:

"The Army in all their brochures have 'Get your education in the Army.' I put in for an evening college course, and the commander approved it. Yet the very week of school he wouldn't let me come in from the fi I can go to class. They dropped us from the roll."

"They yell at us and say we can't even spell and write that we can't even fill out a form, and yet they don' give us a chance to get these skills. When you are i an E4 or E5 position then you have paperwork to do an if you don't know nothing about paperwork, you're in trouble. But the remedial math and reading courses a given at times when we can't come in from the field t take them."

"You see E6s getting out because they see that they'l never be promoted unless they get in some college. Yet they are not getting the time in for college to allow the possibility for a promotion."

This same issue was raised in a group of TAGCEN Action Officers.

"I'm from education, and my frustrations are more resource oriented than personnel management oriented. In education we give the installation resources, and where they go depends entirely on where the commander obligates it. We have the problems of too little con trol and too much decentralization."

He went on to point out that in combat units, the opportunities for education are entirely up to the commander. Often his mission needs override his troops' educational needs. This perhaps explains the less sympathetic viewpoint expressed by a field officer:

> "We have a lot of people who were misled into thinking that they could get their high school education on-duty. When they found out that wasn't true, they said, 'Well, I'm not going to go.' We therefore have few people getting their high school degrees off-duty. These people tend to be quitters. Now we have certain dates, and if a person doesn't get a high school diploma they can't be promoted."

Other officers were more sympathetic. One noted that, after a day out in the field, the last thing a soldier would want to do is spend the evening in school. From the group of enlisted men, it appeared that the desire is there -- they do want the schooling because they want to advance in the Army. However, the lack of (what they perceive to be) fair opportunity to get that schooling is a source of frustration to them.

4. Career progression and professional development

a. Enlisted personnel

Several problems in the career progressions of enlisted personnel could be attributed to the Personnel Management System or its implementation. One field officer remarked that "the philosophy of EPMS is super, but that it doesn't work all that well." The difficulty, he felt, was that it was too centralized, to the extent that not enough experienced judgment (particularly the commander's input) was factored in. A field NCO, on the other hand, likes the promotion system now better than the one they used to have (at least up through E7), because the Army can control numbers better, and it no longer has the appearance of favoritism.

The major, specific issues that emerged were:

- MOS training and Skill Qualification Tests (SQTs)

In general, the new SQTs were viewed favorably. However, several of the Career Management Fields were considered to be too broad, with too many different activities covered in the SQT. One example given was the 35 Echo CMF (Utilities Repairers).

> "This covers mine detectors, searchlights, everything electronic. You get good at one thing in one unit, but then go to a different unit and the work demands other skills which you haven't been trained. The problem is that it gives no promotable track -- too much of an umbrella. Also, there often isn't time to train people to do everything they need to know to pass the SQT."

The same was alleged to be the case for the 71 Lima MOS, which had been consolidated to the extent that people could not cover all the areas adequately and therefore had to specialize.

Another problem with the 71 Lima MOS was that mission pressures sometimes caused the PAC supervisor to put an individual to work in a task for which he/she was trained to do well, rather than the task to which he/she had been officially assigned. This caused a hardship for these individuals because it prevented their getting the training necessary to pass their SQT, hampering their career advancement.

The same result occasionally happened because there was not enough MOS-related work for an individual. That person was given something else to do, which however did not relate to the SQT.

Finally, some field officers in an Engineering unit felt that elements of certain SQTs were irrelevant to

job performance, to the detriment of the men who had to pass them:

"Excellent engineers can't always handle SQT information that is really irrelevant to performance. One example is the formulas to calculate the exact amount of TNT to blow up a tree, when out in the field you use twice as much or more, to make sure that it does the job."

- Enlisted Evaluation Reports (EERs)

EERs were viewed as an increasingly less useful management tool. There is general agreement that they are all inflated, because an objective numerical rating would hurt the individual's career, because everybody else's ratings are inflated.

"It used to be that EERs were more accurate. Also, they had to go up before a board and look somebody in the eye. Now you can't tell from an EER what a guy is like."

- "Up or out"

Field officers in the Engineering unit felt that they were losing too many professional equipment operators. Many excellent heavy equipment operators cannot perform as managers or leaders. Therefore, when they do not move up from E5 by 12 years, they are separated, even though they would be perfectly happy to finish out their 20 years operating a bulldozer. One of the officers noted:

"A lot of apathy among NCOs because of up-or-out. The record readers at MILPERCEN don't really know the guys. They might be able to make it with a promotion board to the end of their 20 years."

b. Officers

"Ticket punching" was mentioned frquently. Many accepted it as a term that aptly described the system, with no negative judgment implied. Others felt that the "ticket punching" aspects of the system could be improved, as it made people too event-oriented.

> "One of the problems of being event oriented is that more and more we see the military as a job rather than a career."

> "OPMS is a good system. It can probably work 20 years down the track. What we need to do is force OPMS to work. We have to set up quotas -- for schooling, for specialty, for senior college -- we need to set up a quota for those people who don't get commands. Say, 10% of those people that are selected for Senior Service College will be non-commanders."

Several mentioned that they agreed with the findings of the OPMS Survey on the "ticket punching" issue.

There was wide agreement that competition among officers for promotion is fierce. None seemed to feel that there was anything wrong with that, although some acknowledged that non-selected individuals often were quite disappointed. Many did, however, note that the current system of evaluation has its unfair aspects. All recognized that OERs are inflated. As one put it:

> "You have no way to objectively assess an officer without destroying his career."

However, an officer in a PAC saw little hope that the situation would be improved by an impending change:

"A new system for OERs is coming in August. It is a crime -- they're going to base everything on the narrative. So if you work for a good writer, you've got it made. God help you if you're working for a poor writer. And good writers, even at the officer level, are few and far between."

Even if the objectivity of the ratings were improved, however, some perceived unfairness in the OPMS might still remain. A Washington area member pointed out:

"By our system, if a guy didn't perform well as a 2nd Lt., then it stays with him through all his career, and many opportunities in which he may be able to perform well are foreclosed. Once you get behind the power curve, it's difficult to play catch-up ball."

C. Distribution

1. Shortages

Enough respondents described the current personnel situation as being a matter of "distributing a shortage" that the phrase began to sound like a motto. There is a wide perception that there are not enough qualified people to do what must be done, particularly given the overseas requirements, and many feel that all the Army can do is take what it can get and distribute it as wisely as it can. Occasionally the system may exacerbate the shortage. For example:

"A man may elect to stay in Germany instead of coming back here, and so, because we expect him, we may go begging for six, seven, eight months."

On the other side of the coin, many soldiers express dissatisfaction with their jobs (for example, combat engineers who would rather be in construction), and this results from

a different type of shortage:

"Whether it be in the military or in private industry, there is always going to be a shortage of attractive jobs. Maybe only 20% of all jobs anywhere are high visibility and appealing -- that's just the way things are."

Perhaps it is most accurate to say that there is a shortage of people to do the unattractive work that must be done, a problem faced by the civilian sector as well.

2. System lag

The lag in the system, mentioned previously, also creates distribution problems. A member of the DA staff provided this example of the effects of lag on both the Army and the individuals involved:

"The speed with which requirements change is a source of total frustration. By the time they meet the requirements, they have changed. You are always plugging authorizations into a requirement situation that no longer exists. For example, the Russians take a position on the border, so they request a radio operator. By the time he is authorized, trained and sent over there, the Russians have moved 1,000 km to the north. But you can't reassign the guy you've sent; the unit near the new position has to request a new radio operator. So it messes up two guys -- the radio operator is put to work as a clerk typist, while the clerk typist where he is now needed is given OJT as a radio operator."

3. Contractual obligations

An additional roadblock to smooth and effective distribution of personnel is the fact that, as a matter of recruiting, promises and arrangements are made with an increas-

ingly large number of incoming enlisted personnel.

"A few years ago 55% of the people who were coming through the front door were arriving unassigned, and that allowed us to train those soldiers and assign those soldiers in a way that would meet the requirements of the Army. But as we saw it getting harder to attract these folks, we began to offer more attractive options. We started to attach certain bonuses and guarantees of assignments to these particular people. So whereas at one time we had pockets full of people that we could assign throughout the world, we now are so contractually bound that we have to pray that we can meet the needs of the Army."

4. Coping with the shortage

It is inevitable that people find means of coping with difficult situations, and the distribution situation in the Army is no exception. The following strategies (undoubtedly not an exhaustive list) were mentioned in the qualitative interviews:

- Reclassification of soldiers

  To fill critical empty slots, soldiers' MOSs may be reclassified. This does, however, occasionally create problems. A field NCO said that MOS reclassifications at the E7 level sometimes result in the soldiers' being unable to supervise in the new MOS, due to lack of experience in that specialty.

- Unauthorized reassignment of soldiers

  Formal reassignment of soldiers to fill critical slots was not seen as a problem. However, soldiers are sometimes reassigned by their commanders informally (i.e., without MILPERCEN's authorization), and this can create problems. For individuals, this may mean that the informal reassignment will prevent

them from getting the training necessary to pass their SQTs. For the Army, it may mean lower quality work or unnecessary expense:

> "I have five supply rooms and only one is run by a supply sergeant, the rest are run by infantrymen. I take my 11 Bravos, some of whom are getting combat bonuses (which is very expensive) and put them in cooks' jobs, truck driving jobs, etc."

Apparently, there is opportunity on the part of the soldier for recourse in the event of an "informal reassignment," although we found few who are aware of the fact that they can take their case to MILPERCEN. Alternatively, the Action Officer who made the following comment may represent a unique case among MILPERCEN AOs:

> "If one of the guys I reassign lets me know that he is being shifted to a position he hasn't been assigned for, then I will fight for the guy and assist him in getting his preferred assignment, but of course, the guy has to call and let me know of his disappointment. I have never seen it fail. If you call the commander and you say,'So and so will be non-select unless you give him that job,' then he will get that job."

- Over-requisitioning

Apparently, units' needs may be deliberately overstated to allow for the fact that domestic posts are getting only a percentage of their needs filled. There is no way to estimate the extent to which this is happening, but one field NCO described the process well:

"My job basically consisted of coming up with enough work that I knew was not going to get done so that I could justify 37 people so that I could get authorization for half of that so that I could hold on to the 11 people that I had, to get the work done that I knew had to be done."

5. Overseas assignments

There is widespread awareness that the 100% authorization for strength in Germany requires many people to be assigned there and results in frequent transfers of personnel from domestic posts to Germany or vice versa. One outcome of this is the "turbulence problem," which will be explored in the next section. However, problems specific to the overseas assignments also were mentioned. One officer remarked that, "Unlike supplies and vehicles, you can't move people around and keep them quiet. They talk." He went on to say that the tour in Germany turns off many Army personnel for the following reasons:

- Length of the tour
- High cost of living in Germany (especially a problem for enlisted personnel with dependents -- their spouses cannot find work)
- Lack of adequate housing
- Lack of adequate schools, especially high schools (a problem for officers in particular)

A field Command Sergeant Major remarked that:

"Being in Germany is very stressful. You can't play around over there because there is a lot of work to do. Also you wonder, how the hell am I going to get my family out if the Russians come over the border. My wife and I plotted an escape route on a map which would take her and the kids out of the area using back roads."

Tours in Germany were said to be particularly difficult for older personnel. People being sent to Germany for their last years of service were known to complain about it. It was felt that this undermined morale and in some cases led people to leave the military.

6. Turbulence

Perhaps the most controversial aspect of the distribution situation is "turbulence." Some officers viewed it as inevitable and even beneficial. For example:

> "We are never going to stop the turbulence. People are going to have to be moved. A certain amount of stability for efficiency's sake is good, but the Army has always experienced turbulence. There is nothing more turbulent than war."

> "High turnover rate in the Army is a strength, not a problem -- it gives more people more training in more areas. The Army is benefited by moving people from job to job fairly rapidly."

However, at the enlisted level, people were somewhat less philosophical. Rather, they viewed turbulence as one of the major reasons why people were leaving the Army.

Three types of problems resulting from turbulence were cited by enlisted men, officers and DA staff alike:

- Hardships on dependents

All dependents suffer to some degree from the turbulence, but it can be especially difficult for lower grade enlisted personnel. The difficulties of living in Germany have already been discussed. There is the additional hardship simply of having to uproot dependents frequently or, as an alternative, being separating from them for an appreciable period.

"We are forced into a numbers game. I've got men coming back from Europe, it takes them a month to settle in and get acclimated to the area, and six months later they get sent back to Germany. Their families don't even have a chance to settle on the ground. We are imposing a terrible hardship on our soldiers' family life."

- Economic hardships

Although no one expected the Army to be a high-paying profession, there was discussion of the added economic difficulties that too frequent moves added to the burden. One problem was that it was virtually impossible for most soldiers to buy a home and "live a normal life like his civilian counterparts," which some felt was causing many to leave before their 20 years were over. The moves themselves could be a burden also:

"The idea of moving we all expect, but there are irritants that go along with moving. For example you can always expect to lose money on the move. Even with the allowances the Army gives you, you are going to lose out. Also, it's not always possible to take your family along with you immediately because adequate quarters may not be available."

- Uncertainty

  Several felt that the Army could do better in preparing personnel for moves. Often they had no idea where they were going until the orders actually arrived, which prevented any advance planning, particularly for dependents. One officer suggested that perhaps each soldier should have a "home base" to provide a little stability --a fixed post to which he would return and at which he could leave his family during short overseas tours.

Travel

One field officer felt that in-processing of new soldiers had been greatly improved through "in-processing centers." He felt that this quickly and efficiently took care of the paperwork and indoctrination and delivered them to their units, minimizing their stay in transient quarters (which he said could be a source of trouble).

Another officer noted that incoming soldiers often arrive with their pay records fouled up because of partial pay, advances and the like. When the matters are finally straightened out (often with the soldier owing them money), bad feelings may result. He also mentioned that soldiers often start off on the wrong foot by inadvertently arriving later than their orders say, a problem which he felt could be helped by giving them someone to call in the event of unavoidable delays. As it is, they have no idea who to call because they have not yet been assigned to a unit.

D. Sustainment

1. Leadership and morale

Many felt that morale was low, particularly among senior NCOs, but also among enlisted men below the NCO level. A number of factors that contribute to this perceived low morale have already been discussed. Leadership was cited as having a negative impact on morale. A Command Sergeant Major felt that his position was losing its control over the training and career development of NCOs in the field, and he saw a new regulation as preventing him from having any input to the ratings of the NCOs under him. He explained the impact on morale in this way:

"If I can convince my commander to put something on paper, then my input won't be lost. There are very few commissioned officers who will listen to you when you tell them that a Sgt. Major with 25 years of experience isn't doing his job. They will say that he has been around too long and has done too good of a job for us to risk losing him. That is nice, but when the troops see the guy goofing off, it affects the whole system. When E5s and E6s see a Command Sgt. Major or a First Sgt. fail to pay his bills or coming in drunk, not being able to train, those soldiers know."

"This happens continuously. I've had problems with platoon sergeants and have taken it to the commander, but he isn't interested. All the commanders are interested in is the completion of the mission. The guy may go downtown at 5:00 and get roaring drunk, and he may get into a fight, but it will never get into his official record. When he goes before a promotion board his record looks good. There is nothing in there that is negative."

A group of enlisted men said much the same thing. They were turned off by NCOs who "spend all their time trying to bust people for smoking marijuana, when they themselves get busted for DUI or show up in the morning with hangovers." One mentioned the time an NCO offered him a ride to town, and he had to climb over a pile of empty beer cans in the back seat of the car to find a place to sit. The enlisted men also pointed to excessive harassment and "disrespectful treatment" as a contributor to low enlisted morale. One E5 said of an NCO:

> "Sure he can chew me out, but he doesn't have to do it out in front of my men. Do it behind closed doors."

Several items were mentioned by officers as having taken away from morale or espirit:

- Delays in initiating awards and promotions
- Doing away with the berets
- The institution of nameplates

In the latter case, the man's theory was that with the nameplates, officers did not have to put in as much effort to know their men, with the result that contact and leadership was diminished.

2. Military justice

The enlisted men felt that in many cases, military justice was arbitrary, overly harsh, and unfair to soldiers who were doing their jobs. They felt that some soldiers should receive counseling rather than "burn him down to the ground." For example, they felt that for a first offense, if the commander filled out the Article 15 and kept it in his desk,

that would be enough to motivate most soldiers to stay out of trouble. There also was some feeling that military justice was biased against black soliders, who were perceived occasionally to receive harsher treatment than white soldiers for the same offense.

3. Minorities

Black enlisted personnel had some feelings that the Equal Opportunity Program was not working, although generally people felt that the minority situation was better now than it had been in the past. One officer pointed out that most posts are located in the Southeast and Southwest portions of the United States, areas relatively hostile to minorities. He felt that his commanding general had done an outstanding job in creating social activities and events on the post, and that he was making headway with local civilians. Army/community relations had improved over the years in general, he thought.

Another field officer, perhaps a bit idealistically, said that:

"Our Equal Opportunity Program here is the Golden Rule. If we can make that work, we don't need all those regulations."

4. Housing and other amenities

Housing was generally perceived to be an important factor in maintaining the morale of soldiers. As one field officer put it:

"Housing drives the system. When I was personnel assignment officer at MILPERCEN, the first question they asked was housing."

Another officer, noting the greater percentage of married enlisted men, said:

> "Housing and schools -- if you can solve those two problems, you will do wonders for the retention rate. As it is, young troops are forced to leave their wives when they come. Separations are difficult for young EMs."

Generally, housing was perceived to be a greater problem for enlisted personnel than for officers. Possibly, some enlisted housing problems could be mitigated by better information as to steps they could take. One enlisted man, who had had problems with returning from a tour in Korea, said:

> "On housing, if you don't put your paperwork in in Korea you have to wait five months once you get here before they can give you a place. I didn't know that I could have gotten on a priority list had I filled the form out in Korea."

As mentioned previously, prior notice of next assignments sufficiently in advance, so that housing plans could be made, is desired by enlisted and officers alike.

5. Welfare Services

Little mention was made of family counseling or other means of dealing with family problems. One DA staff member pointed out what was to him another hardship connected with overseas tours:

> "For a solider in Germany who has a family problem, there is an enormous amount of documentation that

he has to complete before he can come back to the States. Sure there is a need for documentation to prevent misuse of the system, but maybe there can be some simplification."

There was little mention of drugs as a problem, although the fact that soldiers used drugs (principally marijuana) was occasionally noted. However, programs for dealing with drug problems were thought to be insufficient. Comments by field officers included:

"I have no way of treating a drug addict in the unit. We should have a halfway house or some facility to treat these guys before they go AWOL."

"The drug and alcohol program is a sham. There is no true rehab program going on. Instead of working with psychologists to keep the men in, we facilitate the exit process. The mental health among many of our people is not very strong. We don't look at ourselves when we have trouble with a man, we automatically assume it is his fault and begin to reject him."

6. Fringe benefits

While none of those who were interviewed were exactly unhappy with health care provided by the Army, neither were they overjoyed with it. There was general agreement that officers received better health care than enlisted personnel, and that soliders received better health care than did their dependents. The decline in health care was attributed to a general lack of funds.

"The only time you get any service is when you're sick -- really sick. And that's the active duty guy, not the dependents."

"It's not bad for us, but the E2's wife has a different situation."

The clubs were generally believed to have declined, with several reasons offered for this. Some felt it was because (at least at one post) too many people lived off-post and consequently found it inconvenient to participate in club activities. Others noted that they are now profit-oriented, which they felt hurt their attractiveness. One field NCO suggested that the anti-drinking campaigns may be discouraging soldiers from stopping by the bar for a drink on the way home, as many used to do.

A senior officer had this to say:

"If we keep drying up our fringe benefits then we are going to make service less attractive. In my 30 years here I've seen fringe benefits gradually decline. So for a person like me it seems that soon there will be nothing left but salary. For example, in 1946 they provided full dental care for one's family, and they don't do that any more. Also, the commissary is now run by civilians and it's totally profit oriented, and so is the post exchange."

E. Separation

1. Volume of separations

The major aspect of separation that emerged in these interviews was that the Army is losing too many people that it cannot afford to lose, including:

- Motivated and effective EMs who are turned off by poor leadership

- Senior NCOs who are disturbed by seeing others at their level eliminated a few years before they are eligible for their pensions and decide not to wait for it to happen to them

- People who have skills that enable them to do much better in the civilian world

- NCOs who are excellent performers in technical positions but cannot succeed as leaders or trainers

Several causes were suggested for these separations.

a. Uncertainties in the Personnel Management System itself

- Benefits are constantly changing, leaving people with uncertainties as to what the benefits will be when they retire. Cases were cited about those for whom it was more beneficial to retire on their present pensions, than to serve a few more years and retire after 30 years.

- Benefits are constantly under attack in the press by Congress and others, adding to the uncertainties.

- The promotion system changes:

"It takes 12 months to make E4, then it takes 24 months -- how can you keep good people?

b. Overseas tours

"They probably wouldn't get out if there was a war on, but they'll leave to avoid an overseas tour if there is nothing going on."

c. Weight control policy

The weight control policy was singled out by some as being a cause for many premature separations of overweight and non-overweight people alike:

"They are putting out people slightly overweight who are otherwise devoted and capable. They need people to run the Army -- What are they doing, getting rid of people for little things like that?"

"Technicalities (e.g., 2 lbs. overweight) are causing soldiers to be let go with 13 years, 16 years of service. Other soldiers see that, and they get out now rather than wait to get zapped later and lose their pensions."

d. Separation in lieu of problem-solving

Regarding enlisted men, there was general agreement that separation has become an easy way out. Troops having possibly correctable difficulties simply quit and leave. NCOs simply get rid of people rather than try to work with them on problems. As one field NCO put it:

"We have too many easy ways to put people out of the Army. With that in the backs of their minds, many of them don't even try."

2. Separation services

Some felt that services provided by the Army for officers who were being separated were adequate. Mention was made of courses given at Catholic U. on transition to civilian

life, covering counseling, training and opportunities for civilian jobs. One Washington area staff member said:

"I think it's fair to say that the military prepares individuals for transition back into civilian life a heck of a lot better than civilian life prepares them for transition into the Army."

3. Benefits to the Army of separations

While many felt that separations for the above reasons were a major manpower problem, others saw another side to the issue. A Washington area staff officer remarked:

"We in the Army get a lot of flak for not allowing a soldier to stay until retirement age because he is not promotable. Some people say that if a guy is an excellent cook you shouldn't force him out just because he doesn't have the talent to achieve the next level. What these people are forgetting is that man is taking a space that we may need in order to promote someone on a lower level. Another thing that these people are forgetting is that many times we waive the requirements to allow that man to stay in the Army and do that one job until retirement. We have to keep the promotion flow going to keep sustainment up. Keeping soldiers in middle grades for as long as those soldiers want to, will age the force. I don't want to fight WW III with 38-year old squad leaders."

IV. SPECIAL PERSONNEL

Qualitative perceptions were obtained regarding personnel management of:

- Army Medical Professionals
- Army Lawyers
- Chaplains
- Civilians
- Reserves

A. Army Medical Professionals

The Army has an especially difficult time in attracting and retaining sufficient numbers of medical professionals. While the discrepancy between military pay and what these people can make in civilian life is an obvious and important barrier, other problems are encountered as well:

- As with other types of personnel, turbulence is a problem. To mitigate this problem, efforts are made to stabilize tours for as long a period as possible.
- There is not sufficient prestige attached to being a doctor in the Army:

> "The Army has to inject some prestige into belonging in the service. We do have some prestigious hospitals and clinics, but not enough. There is some prestige in belonging to the burn unit in San Antonio Texas (Brook Army Medical Center). There is prestige in belonging to Walter Reed.

There is not a hell of a lot of prestige belonging to Ft. Holton. In fact, there is maybe an attitude of 'You couldn't make it anywhere else, that's why you're at a Fort.'"

- There often is a shortage of trained assistants and of sophisticated equipment. As with supervisors and officers in the field, efforts to train supportive personnel can be frustrating.

"Let's say a physician has worked hard to train a technician. By the time that technician has achieved a high skill level, he's transferred away from the physician. This drives the physician nuts."

- The lack of control over promotions, assignments and pay is perceived by Action Officers to hamper their ability to retain physicians. There are situations where keeping someone in grade, or conversely transferring him for career development purposes, might be a key factor in retaining him, but TSG has no authority in these areas.

- Housing is a problem, particularly in Germany.

- Several factors are perceived to be advantages in recruiting and retaining medical professionals. One such advantage is that there is an independent recruiting system for doctors and dentists:

"We are lucky in that we <u>own</u> our recruiting system -- the counselors are selected by us, they report to us, headquarters is here (not MILPERCEN), there are no interfering levels of command in the network. Therefore, the assignment people, the educational people, and the people who knock on doors, all work closely together -- we can expedite applications and respond immediately to any problem because of this cohesive network."

Also, because of the urgency connected with retaining medical professionals, TSG is able to be very responsive to individual needs. Lines of communication between doctors in the field and Washington are direct, and efforts are made to cater to specific cases:

"Before people (a physician) is to make the choice about whether he gets out or not, a three star general sends a letter to the commander and tells the commander to find out exactly what the physician wants in terms of job satisfiers so that he will sign up for another tour."

"If a physician says, 'I will only stay if you'll send me to Frankfurt, Germany and let me be the assistant director of Department of Psychiatry,' you better believe they'll pull out all stops to give him that position. We will write a contract to guarantee him these satisfiers."

B. Army Lawyers

The Army apparently does not have the same difficulties in recruiting attorneys that it does in recruiting medical professionals. On the contrary, respondents from TJAG claimed to be in a "feast situation" at present. They were, however, interested in doing research on their recruitment efforts "to see what we are doing wrong, how we might be turning off potential applicants, so that we can improve our effectiveness three years from now." Pay is not a problem at the entry level, and travel appeals to many who want to go overseas and gain experience in international law.

Retention, however, is a problem, particularly at the Major, LTC and Colonel ranks, where the Army is experiencing a serious shortfall. Several explanations were offered:

- While pay is not a problem at the entry level, as one progresses through the ranks, the disparity between the Army and the civilian sector grows. Older

personnel with children ready for college place more importance on money, and the civilian job market for these people is good right now.

- Job satisfaction is viewed as a key factor: "If he likes the job he's doing, he'll stay in. If not, he'll leave."

- Orders to move have been precipitating a large number of separations recently. Several reasons were suggested for this:

  - There are an increasing number of two career families which do not wish to move because of the spouse's job.

  - People become less inclined to put up with the hassle of moving as they get older.

  - Civilian law firms rarely relocate their lawyers. Although civilian firms do move executives as much or more than does the Army, civilian moves tend to be connected to promotions or increases in pay to a greater extent than do Army moves.

Separations in senior ranks were seen to be a serious problem. However, it was felt to be impossible to predict in advance the rate of separations, and because of the pyramid structure of the Force at present "we're not like airlines -- we can't overbook."

Continuation pay was felt to be one possible means of encouraging attorneys to stay, although it was pointed out that it was not keeping doctors in. TJAG had been sending people to school for Masters' Degrees, but too many were serving the minimum time, getting the Masters' and leaving. The Action Officers felt that too many factors -- the civilian job market, for example, and the authorization structure -- were out of their control to permit making long-term plans for personnel management in TJAG.

C. Chaplains

Unlike all other categories of personnel, the Action Officers from the CCH could not really point to any personnel management problems in their branch. On the contrary, they felt that things were going very well indeed. Their only frustration, they felt, was the drain of having to defend the autonomy of their Personnel Management System to people who feel they ought to be under MILPERCEN.

They felt that their success owed to several factors:

- Their recruits are different from those of other branches.

  "We have highest retention rate of any branch in the Army. First, most chaplains are of a more mature age than many other groups. They usually come in at ages from 32 to 35. Also, many men have had previous military experience, so when they come in they are familiar with what they are getting into."

- Pay is not a problem.

- Moving is not a problem, because clergy are used to being moved frequently in civilian life.

- They recruit through the various denominations, and the churches release the numbers that they can spare. Chaplains are in effect "on loan" from their churches. The churches, not the Army, control the length of the enlistment. This provides the chaplain with a certain detachment:

  "I love the Army, I'm an Army officer, and yet I'm on loan to the Army. I can survive without the Army. I have been called to work in this environment but the Army cannot hold me here."

- There is genuine job satisfaction. It was the contention of the respondents that chaplains have played a key role in developing drug abuse, alcoholism and family life programs. Also, troops often feel more comfortable in discussing such matters with a chaplain than with their NCO or officers.

The Action Officers did mention that chaplains will set up counseling programs, only to find that once they are instituted, they are not supported.

They also mentioned the uncertainties connected with the frequent reorganizations in the Army, particularly regarding their current state of autonomy.

> "We are always in some kind of reorganization in the Army and so we are always feeling unsettled about whether we are going to be reorganized next."

D. Civilians

Civilian employees of the Army were not interviewed in the qualitative phase of the perception survey. However, they were occasionally alluded to by Army respondents. One member of the Washington area staff remarked that even though the military and civilian work forces are integrated, their personnel management systems are not integrated at all, and that this causes some problems.

- There is no rational policy regarding what kinds of people are used for what jobs.

- There is competition between the military and civilian personnel as to who gets the desirable jobs.

One field officer who had managed a civilian work force previously noted that:

"The Army is more flexible in terms of rules and regulations than the civilian sector. In the civilian sector it's cut and dried, yes or no. In the military you can find ways to get around things if you want to help a guy out."

Supporting the theme of inflexibility in the civilian workforce, a Washington area staff member pointed out that it is difficult to switch a military person for a civilian in a particular job. Whoever wants to do it has to come to MILPERCEN for permission. This creates problems for MILPERCEN as well:

"We can put the documentation into the hopper, but we have no way of auditing what happens until the congressional and/or the union and/or some other complaint comes to the AO, and we have to find out what went wrong before the Defense Audit Service or the GAO gets out there and helps us."

Another problem noted was the situation in which, for economic reasons, the civilian force is reduced and soldiers are given their jobs:

"Then it's a headache keeping track of those guys, because they are not allowed to work out of their MUS for more than 90 days."

One senior field officer lamented that in the past the PX, commissary and other services on post were operated by military personnel, which he felt produced better service and better espirit.

As the civilian personnel management system was not a point of special focus, that sector of the Army workforce was mentioned only occasionally, in passing. These views, then, are necessarily incomplete.

E. Reserve Components

As part of the qualitative phase of the perception study, several levels of personnel were interviewed at an ARCOM headquarters, including officers in the active Army and the Reserves, enlisted personnel and dual-status civilian/Reservists. A number of apparently severe problems in personnel management emerged.

1. Personnel shortages

While the active Army is suffering a shortage of personnel, it is nothing compared to the Reservists' perceptions of the shortage that they are experiencing. All levels agreed that, at least in their ARCOM, strength and quality fall far short of combat readiness. Officers and enlisted people alike felt not only that strength was down, but that if the Reserves were called up, a large percentage would decline to go. One officer commented:

> "It's a very frightening situation. Carter's reprieving the Viet draft dodgers convinced young people that if they didn't go to war, nothing would happen to them. If the balloon went up, a lot of people will say, 'Screw you, I'm not going!'"

One respondent felt that there had been some definite improvements in the management of the Reserve Program, Personnel Readiness and Mobilization over the past 23 years -- for example, improved readiness indicators. The problem was that the strength was drastically down, attributable, he felt, to the lack of a loophole-proof draft.

Another aspect of the personnel shortage is in getting the day-to-day administrative work done. Given the shortage, the workload is far beyond the capabilities of the Reservists themselves to handle, and much of it is done by civilians.

"There are so many competing administrative things that it's difficult for the local people to concentrate on training. For example, we have to make out our own payroll, and the actives don't have to do this. You really have to hunt to make time for a physical, this takes away from training."

"It is impossible to get the work done with just Reservists' help. We need the civilians to work on a day-to-day basis. The civilian staff is the work-horse for the program. When I was in the Army I didn't have an appreciation for this fact."

The Reserves also are hampered by the inability to shift resources around, due to the fact that most Reservists are more tied to their lives in the community than to their careers in the Reserves.

"In the Army you can move a person around according to where you need his skill. If you move a Reservist, he may throw his paper up in the air and quit. So our hands are tied in terms of distributing resources."

2. Recruitment

All agreed that there was very little incentive for an enlisted person to join the Reserves. However, some felt that ARCOMs near large metropolitan centers had particular difficulties, whereas Reserve units in rural areas, particularly in the South, were more of a community activity and enjoyed greater participation.

It was noted that very few people from the active Army were coming into the Reserves. Rather, there seemed to be a higher rate of sub-par people who took advantage of the Reserves' lower requirements to enlist as a back-door means of getting into the active Army.

The number of women enlisting in the Reserves has increased in recent years, which one officer felt was helping strength-wise but "would be a disaster in combat." It is possible, too, that many of these women enlistees lack real commitment to the Armed Services:

"A lot of WACS go out after first enlistment. A lot of the ladies just want to try something different, to get out of the house. It's a way to get away from the husband and the kids."

A female enlisted Reservist noted:

"It seems all the recruiters care about is getting their quotas, and they don't care how they meet it. They want you going out there recruiting, but when you see what's going on you don't want your friends coming in here."

3. Retention

It appears to our respondents that a high percentage of Reservists remain for the paycheck, for the benefits such as low-cost insurance, and because the Reserves is an activity that is more interesting than it is burdensome. Conversely, many will leave if:

- They can get a better return for their time and skills outside of the Reserves:

  "Many of these MOSs are employable on the outside. Why should he bake bread for us when he can work overtime in a local bakery and make a lot more money?"

- The burden of their work in the Reserves becomes greater than its financial worth to them:

"A lot of Reservists are here solely for the financial benefits. The officers will come in and take part in the Reserves so long as the pressures do not become too great. If you hassle them too much they'll just get up and leave. In the back of their minds they may see how much money they are making per hour and figure it's not worth it."

- Their Reservist activities seem like a waste of time:

"The problem with keeping people is the impossible task of offering decent training for 16 hours a month. It's a virtual impossibility. It's hard to give people something they can do for four hours to allow them to have a feeling of accomplishment."

One officer noted that in his travels throughout the ARCOM he found a number of dedicated Reservists who do it for a change of pace, because it is so different from what they do on the outside. However, he said, "You only find that attitude with someone who has been in for ten years and has made that commitment to stay."

One problem with non-retention currently is the climate of opinion that everybody's rights must be protected. The present shortage of staff in this ARCOM virtually guarantees that mistakes will be made in records in a few cases, which will lead to appeals by non-selectees. The officer commented:

"We agree that an individual's rights need protection, but we are not staffed to handle it."

4. Promotions

There was general agreement that centralized promotions in the Reserves would be an improvement. This is in contrast to the active Army, where sentiment existed for less centralization.

One advantage of centralized promotion cited was that it would diminish the extent to which personal favoritism controlled promotions. Several commented that at present it is a matter of "who you know." More objectivity would be beneficial, they felt.

Another advantage is that it might open career paths for officers, who currently are eligible for promotions only as they occur in their units, regardless of time in service or qualifications.

Another problem noted was that of the officer with "rank but no job." This can happen in several ways.

- The officer can move to a new location, where he finds that the local unit has no room for anyone at his rank, possibly because of local favoritism.

- The officer can be mandatorily promoted, whereupon he may find himself out of a job because there is no vacancy.

> "Let's say you have a real good guy as company commander for the Reserves. So he comes up for mandatory promotion. He now no longer has a position in that company because he is a major, and it calls for a captain. So he is now out of the troop program. RCPAC says that they assist him in finding a vacancy for major but they don't really have the resources to do it. He is in that nebulous-limbo called the control group, and he may spend the rest of his time there. So he has the rank but no job, and until he finds one he doesn't get paid."

5. Training

It was generally agreed that a key to retention, as well as to maintaining combat readiness, was sufficient

and meaningful training. However, it was also agreed that the Reserves were having trouble in this regard. The "virtual impossibility" of providing adequate training activities has already been noted.

Another problem lies in qualifications testing. Our respondents perceived that the old MOS tests, and the new SQTs, are designed with the active Army in mind, and that they do not take into consideration the limitations of the Reserves.

An enlisted Reservist made this comment:

> "In the old days, the MOS test in the Reserves was the same MOS test they gave in the active Army, and it was a joke. Eight out of ten questions, the Reservists just didn't know how to deal with. Also a Reservist is not going to take a whole lot of books and manuals home to study. None of the people I knew ever took anything home to study."

However, an active Army officer did not see much hope in the SQT approach either.

> "A lot of active Army people who get involved with the Reserves don't understand that these people are civilians for the most part. This is an avocation for them. Yet the active Army expects these people to tolerate and put up with all these new personnel systems that are continually shoved down our throats. For example, SQT (Skill Qualification Testing) in a Reserve Component is going to be a disaster. But to complete a SQT takes more time, and this is one resource we don't have. It takes more time than previous systems."

6. Discipline

Respondents at all levels agreed that discipline in the Reserves is not as strong as it could be. Two major reasons for this were cited:

- Given regulations and the shortage of personnel, enforcement may seem to be more trouble than it is worth.

  "After a certain number of AWOLs, a Reservist has to be processed for non-participation. We know what units have these problems out there, but to get through the chain of command and get the bureaucratic procedures started to get these men out of the system is a very difficult thing. You have to go through 100 steps to get him out of the system, idiotic things, like you have to locate him through the police, through the postmaster, etc. When you have some units with 30 to 40 people in this category, you see there isn't an effort to try because it's such a monumental task."

- Discipline may be touchy because of the overlap between community and Reservist roles.

  "Discipline is not what it is in the active Army. Some Reserve Colonel is not going to chew out a Major when both of them come up through the grades as buddies. More often than not, after the drill they are going out to have a couple of drinks together. We have some instances where a commander may work in civilian life as a junior to one of the men he is in charge of. So the commander has to walk on egg shells."

Moreover, the lack of discipline may diminish enlisted morale to some extent. "Hanky-panky" between the sexes on two-week drills was noted as a negative, and the lack of enforcement of participation requirements was viewed as contributing to apathy and declining commitment. An enlisted respondent observed:

"Probably what helps us is when an individual is ordered to active duty, and other people see it and then they say to themselves, 'Well I better not miss any more drills.' We can apply this to non-obligated people, where a person would get a general

discharge. This now applies to females, so they better take it seriously when they enlist. These enforcement things can be rough on the person who has to initiate the steps because they live in the same community, and he may run into the guy in the business world."

V. System Wide Conflicts

From these qualitative interviews, it appears that there are several important conflicts in the Army's current Personnel Management System:

- Mission versus Training
- Leadership versus Management
- Peacetime Orientation versus Wartime Orientation
- Centralization versus Decentralization
- Retention: Numbers versus Quality

A. Mission versus Training

A primary goal of a peacetime Army, most would agree, is to train soldiers. However, individual soldiers also have missions they must accomplish. The battalion commander must meet his readiness goals, the PAC clerk must get the paperwork done. The conflict between mission and training comes at the level of the supervisor or officer, who must frequently accomplish a mission with inadequate numbers of trained personnel. Too often, the conflict is resolved to the detriment of the individuals involved. To the extent that morale declines, or that these people leave, the Army itself may be a loser as well. A PAC supervisor summarized it in this way:

> "Because of the workload, we can't afford to put personnel in their proper slots. For example, a person came in assigned as a records clerk, but she was a W-5, experienced in SIDPERS. She had no experience in records. We put her to work in SIDPERS -- it's hard to find people qualified to do that. We should have put her in records so that she could get trained and pass her SQT. As it is, she'll fail her records test. About two years from now she'll pack her bags and go. It's not her fault, it's not the Army's fault, it's our fault because we didn't sacrifice back there in records and cross-train somebody else in SIDPERS."

The plight of the enlisted man who was frustrated because he could not get the time off from the field to take the remedial math and reading courses that he knew he needed to advance was well expressed by a member of the Washington area staff:

> "The problem with new programs for bringing people up to a fifth grade or ninth grade educational level is we can't force the commander to cooperate. If the commander feels that man is more useful in the motor pool, then that's where he'll go. We have some education centers that are swamped because they say it's important, other education centers are begging for people because the commander feels other things are more important. If you are going to have an inspection of all your vehicles in a week, which is more important: that your vehicles be maintained or that you have 15 people who are learning how to read?"

People-oriented programs suffer as well:

> "They never give up a program. A commander cannot say, 'I have vehicles broken down because my troops are at race relations or at something else.' The commander knows he better have 100% of his vehicles ready to roll."

And apparently, turbulence exacerbates the situation by moving in untrained people, then moving them out before they can either contribute their skills or train their replacements.

> "In terms of turbulence, if you had some overlap it would be fine, but the problem is that the guy who is leaving the job never has a chance to train his replacement."

There are benefits, or course, to moving people quickly and to exposing leaders to stressful situations. More people are trained to do more things, and leaders able to handle stress can be identified for advancement. However, there are costs as well, which of course must be considered.

B. Leadership versus Management

Desires for more "leadership" were expressed by enlisted people and officers alike. A common perception is that while certain changes (for example, PACs and consolidated mess) have resulted in perhaps greater efficiencies, they have eroded leadership by lessening the amount of contact between officers and the men. The pressure of accomplishing the mission in the face of declining resources has undoubtedly contributed to what many perceive as a shift from "leadership" to "management." A field officer summed it up thusly:

> "We are orienting our junior officers toward managing things, not people. They don't teach you how to interrelate to people, they teach you how to manage people. This is wrong, we have to become more sensitive to people's needs."

The enlisted men expressed a desire for more leadership by their NCOs and COs. They agreed that they are turned off by apathetic NCOs, and would like to have their leaders "out in front of the troops, like in basic." Some also felt that the NCO and CO should be able to reward their men with passes and the like, as "it gives 'em something to look forward to." The enlisted men strongly desired more contact with their leaders, but thought that many COs did not keep sufficiently in touch to be familiar with the men in their units. "The only time you see your commander is when you're in trouble," is how one put it.

Several field officers had similar comments:

> "As long as the soldier is doing a good job, he is in many cases ignored by his supervisor. The supervisor takes the attitude that any out-of-line behavior is an imposition on him, that he has to take action. Hostility is already there. Counseling statements reflect reprimands, not counseling."

"Lately we have gone to more formal, written counseling statements. It seems to be as a protective device, so that if the soldier later becomes so difficult to handle that we have to release him, we have a case built on him. We are trapped into this because of the legal aspects."

"If I could change anything it would be to restore control to the company commander the ability to promote. We used to have a company mess, and they consolidated it. A consolidated mess is no one's mess hall because it's everybody's mess hall. This loss of contact disturbs me."

C. Peacetime Orientation versus Wartime Orientation

In time of war, the mission of the Army is to fight and win the war. In peacetime, its missions are several, including deterrence and the training (as one officer put it) of "a cadre of competence for initiation of combat."

The restrictions on resources, as well as the lessened urgency in time of peace, suggest that efficiencies should be instituted wherever possible. However, officers in the field had comments on several aspects of peacetime efficiency.

For example, although the JUMPS pay system was generally perceived to be working well, one officer noted that in the past the company commander paid his troops, but that now it all comes out of Indianapolis. He felt that there is no way the troops could be paid in wartime from Indiana.

It was also pointed out that centralized promotions will not work in time of war, but will have to be done in the units by promotion boards. One officer pointed out:

"But by the time that happens, nobody will have had the experience of ever serving on an E7 promotion board.

The promotion system will be a disaster -- it's bad enough now."

Similar comments were made concerning the PACs, and centralized mess: the current systems will not work in the field in wartime, and no one is currently being trained to handle them in that situation. PAC personnel pointed to an interesting reversal from the general principle that the Army has less to do in peace than in war. In the area of personnel administration, they felt, their own workload was heavier in peacetime than it was in wartime because of increased movement of dependents, the necessity of arranging for off-schedule meals for troops, etc. However, their manpower authorizations were based on wartime needs and the wartime assumption of seven 16-hour days per week. They felt that insufficient allowance had been made for the realities of their peacetime duties.

A field officer who had previously worked in MILPERCEN felt that the Army should:

"Get management back into the field, because the guys out in the field are going to win the war. In wartime this authority will go back out into the field. It's going to happen overnight. If it's going to happen in war, why not do it that way right now?"

D. Centralization versus Decentralization

While one senior officer commented that the degree of centralization is well balanced between field and headquarters, a number of others felt that "the field is handcuffed by MILPERCEN." Advantages seen for giving more authority to the field primarily had to do with responsiveness to individual cases, for example, compassionate discharges and Exception to Policy Requests for reclassifications, which some felt required too much paperwork.

Others' desires for less centralization were based on interpersonal relationships and personalized management:

"The CO has no way of rewarding his troops -- although he can be a bad guy and bust them."

"You feel very frustrated and very small when you've got to tell a guy or a girl, 'I'm sorry, there's nothing I can do about it,' when there should be something you can do about it."

One officer also mentioned a disadvantage of centralization at the PAC level:

"In the old system I had a direct relationship with the clerk. I could give him a message in a telegraph manner, and he understood what I was saying because we had worked together for so long. Now you have people you have no personal relationship with handling your paperwork. It is easy for a PAC clerk to misunderstand your message, and you don't have a handle on it."

However, a case could be made that skills in communicating with a variety of people are more likely to be developed in the present system.

E. Retention: Numbers versus Quality

As has been noted, many feel that the Army is losing too many good people. The reasons for these separations have been discussed at length previously. Depending upon the Army's over-riding objectives, this may or may not be a serious problem. If the Army is experiencing a major short fall of personnel, then it appears that a number of causes for voluntary separations should be addressed. On the other hand, if quality, rather than absolute numbers, is the central concern of the Army, then the present system may be working effectively to retain only those personnel with a maximum commitment to the Army and highest potential for advance in it.

VI. CONCLUSION

This qualitative perception study achieved a comprehensive picture of the U.S. Army Personnel Management System from a variety of perspectives. Not only did it permit the compilation of awareness, opinions and attitudes on many different facets of the system, but it also provided a vehicle for looking at elements in the system simultaneously from different points of view.

Because of the limited sample size, the necessarily non-random sampling of respondents, and the unstructured nature of the interviews, the findings in this report must be treated as tentative. The quantitative survey, based on a larger and more representative sample of Army personnel, will provide a solid basis for judging the extent to which the results presented in this report typify the opinions and attitudes of the Army and the various categories of personnel comprising it.

APPENDIX F
PART TWO

UNABRIDGED FINDINGS AND CONCLUSIONS FROM THE PERCEPTIONS SURVEY (PRELIMINARY)

APPENDIX F
PART TWO

UNABRIDGED FINDINGS AND CONCLUSIONS
FROM THE ACTIVE ARMY PERCEPTIONS SURVEY
(PRELIMINARY)

TABLE OF CONTENTS

		Page Numbers
I.	INTRODUCTION	F- 77
II.	METHODOLOGY	F- 79
III.	PERCEPTIONS OF EFFECTIVENESS OF THE PERSONNEL MANAGEMENT SYSTEM	F- 88
IV.	PERCEPTIONS OF FAIRNESS OF THE PERSONNEL MANAGEMENT SYSTEM	F- 97
V.	SATISFACTION WITH PERSONNEL MANAGEMENT	F-102
	1. Total Sample	F-102
	2. Females	F-103
	3. Minorities	F-104
	4. Personnel Intending to Separate	F-105
VI.	UNDERSTANDING OF THE PERSONNEL MANAGEMENT SYSTEM	F-116
VII.	SOURCES OF INFORMATION CONCERNING THE PERSONNEL MANAGEMENT SYSTEM	F-123
VIII.	ATTITUDES CONCERNING THE PERSONNEL MANAGEMENT SYSTEM	F-130
	1. Implementation of the Current PMS	F-130
	2. Centralization	F-131
	3. Utilization of Personnel	F-132
	4. Responsiveness	F-135
IX.	CONCLUSIONS	F-149
X.	PERCEPTIONS SURVEY INSTRUMENT	F-151

I. INTRODUCTION

As part of a comprehensive analysis of the Personnel Management System (PMS) of the United States Army, a study was conducted to determine the perceptions of the PMS by people who work in it or are impacted by it. The study comprised two phases:

- An exploratory, qualitative survey
- A quantitative survey of a representative sample of Army personnel

The first phase, the qualitative exploration, was completed in July, 1979, and was reported separately.

This report presents preliminary findings of the second phase of the perception study, the quantitative survey. The objectives of this phase were to:

- Obtain a statistically representative picture of perceptions and attitudes concerning the Army's Personnel Management System
- Examine whatever differences in perceptions and attitudes might exist between MACOMs and Headquarters Staff, between different ranks of personnel, and between personnel in key PMS assignments.

The results of the perception survey will be useful in establishing perspectives on the need for changes in the current PMS and the possibilities for implementing such changes as are judged desirable. The active Army perceptions survey instrument is on pages F-151 through F-156.

A quantitative survey also was conducted of commanders and personnel managers in the Army Reserve. Results of the survey and the instrument used for the survey of Army Reserve personnel are contained in Volume III of this report.

II. METHODOLOGY

1. QUESTIONNAIRE DEVELOPMENT

A self-administered questionnaire was developed based on the qualitative survey and discussions involving the study team and Army staff. The questionnaire was designed to pertain to all personnel in the Active Army. Prior to finalization, it was pretested by National Analysts' staff on 14 respondents representing different ranks, sexes and races, at Ft. Dix, New Jersey.

A modified version of the questionnaire, also self-enumerative, was developed for commanders and personnel managers in the Army Reserves.

The questionnaires used in this study are contained in the Appendix to this report.

2. SAMPLING AND DISTRIBUTION

Four separate samples of personnel were surveyed:

- FORSCOM, WESTCOM and TRADOC
- USAREUR
- Washington HQ staff
- Army Reserve commanders and personnel managers

The questionnaires were directed to specific individuals or positions. Each questionnaire was returned directly to National Analysts in Philadelphia, via postage paid envelope.

(1) FORSCOM, WESTCOM and TRADOC

The FORSCOM, WESTCOM and TRADOC posts selected for this survey as representative of these MACOMS are listed in Table 1. For certain posts, only officers and personnel managers were included in the sample. At the other posts, NCOs and enlisted personnel were sampled as well. The following sampling ratios were applied to personnel at the selected posts:

All General Officers
All Brigade Commanders
All Battalion Commanders
25% of Company Commanders/Warrant Officers
All G-1/DPCA
All Adjutants General
All S-1
3% of NCOs (E7 to E9), randomly sampled
0.3% of enlisted personnel (E1 to E6), randomly sampled

A total of 2,452 questionnaires were distributed to this sample, 2,005 to FORSCOM/WESTCOM posts and 447 to TRADOC posts, during the week of July 9 to 13, 1979.

(2) USAREUR

A similar sample design, involving the distribution of 1,738 questionnaires, was used for USAREUR personnel. Table 2 shows the units selected to represent USAREUR.

This portion of the survey was distributed approximately simultaneously with that for CONUS, but a longer time period was required for receiving the returns.

(3) Washington HQ Staff

Questionnaires were distributed to all members of the HQ Staff and Field Operating Agencies in specialties 41, 42 and 43, and to everyone at E7 or above in CMF 75. This sample totaled 810, divided as follows:

450 in MILPERCEN
275 in ODCSPER
85 in TAGCEN

It was distributed concurrently with the field post sample.

(4) Army Reserve

Questionnaires were sent to all ARCOM-level units (see Table 3) and were distributed to the following people at each unit:

Commander
Deputy Commander
Chief of Staff
CSM
Senior Army Advisor
DCSPA
DCSPA Technician
AC Augmentee to DCSPA
AG
AG SCM
AG Technician
Senior Administrative Assistant

The total number in the Army Reserves sample was 960. This sample was mailed out several weeks later (August 10, 1979) than the distribution of the Active Army samples.

A summary of the characteristics of the Active Army sample received as of August 9, 1979, is presented in Table 4. It is clear, as was our original intention, that this sample is heavily biased in favor of personnel working in the PMS, and personnel in higher ranks. Thus, overall results for the sample as a whole are of limited usefulness. Rather, this sample was designed to facilitate statistical comparisons between key analysis groups such as ranks, specialties, MACOM and demographic categories.

TABLE 1

Posts Included in FORSCOM and TRADOC Sample

Officers, Personnel Managers, NCO, EM at:

FORSCOM	TRADOC
Ft. Bragg	Ft. Benning
Ft. Campbell	Ft. Bliss
Ft. Carson	Ft. Dix
Ft. Devens	Ft. Gordon
Ft. Hood	Ft. Knox
Ft. Lewis	Ft. Rucker
Ft. Ord	
Ft. Polk	
Ft. Riley	
Alaska	
Panama	
Westpac	

Officers and Personnel Managers only at:

Ft. McPherson	Ft. Belvoir
Presidio of SF	Ft. Harrison
Ft. Sam Houston	Ft. Monroe
Ft. Sheridan	

TABLE 2

Units Included in USAREUR Sample

HQ

1st PERSCOM

Commanders and Personnel Managers in:

- 3rd Infantry
- 8th Infantry
- 1st Armored
- 3rd Armored

NCOs (3%) and enlisted personnel (0.3%):

- Europe-wide

TABLE 3

Units Included in Reserves Sample

63rd US Army Reserve Command
77th US Army Reserve Command
79th US Army Reserve Command
81st US Army Reserve Command
83rd US Army Reserve Command
86th US Army Reserve Command
88th US Army Reserve Command
89th US Army Reserve Command
90th US Army Reserve Command
94th US Army Reserve Command
96th US Army Reserve Command
97th US Army Reserve Command
99th US Army Reserve Command
102nd US Army Reserve Command
120th US Army Reserve Command
121st US Army Reserve Command
122nd US Army Reserve Command
123rd US Army Reserve Command
124th US Army Reserve Command
351st Civil Affairs Command
352nd Civil Affairs Command
353rd Civil Affairs Command
103rd COSCOM
411th Engineer Brigade
412th Engineer Brigade
416th Engineer Brigade
420th Engineer Brigade
157th Infantry Brigade (Sep)
187th Infantry Brigade (Sep)
205th Infantry Brigade (Sep)
2nd Hospital Center
8th Medical Brigade
30th Hospital Center
804th Hospital Center
807th Medical Brigade
818th Hospital Center
2,290th US Army Hospital
2,291st US Army Hospital
5,501st US Army Hospital
75th MAC
87th MAC
220th MP Brigade
221st MP Brigade
290th MP Brigade (POW)
300th MP Command (POW)
70th Division (Tng) (IN-MI)
76th Division (Tng) (CT-ME-NH-RI-VT)
78th Division (Tng) (NJ)
80th Division (Tng) (VA)
84th Division (Tng) (WI)
85th Division (Tng) (IL-MO)
91st Division (Tng) (CA)
95th Division (Tng) (AR-LA-OK)
98th Division (Tng) (NY)
100th Division (Tng) (KY)
104th Division (Tng) (OR-WA)
108th Division (Tng) (NC-SC)
425th Transportation Brigade
143rd Transportation Brigade
310th Support Command (TAA)
311th Support Brigade
377th Support Brigade
166th Support Group
IX Corps (Augmentation)

TABLE 4

Description of Sample

PRELIMINARY RESULTS (Returns as of August 9, 1979)

SOURCE		
FORSCOM	562	
TRADOC	241	
WESTCOM	38	
DA General Staff	160	
DA Special Staff	11	
DA FOA	462	
Other	107	
TOTAL RETURNS	1,581	(over 50% return rate for CONUS)
RANKS		
General Officers	47	
Colonels	94	
LTC/Major	573	
Company Grade/ Warrant Officer	434	
E7 - E9	216	
E1 - E6	215	
SEX		
Males	1,486	
Females	89	

TABLE 4. Continued

RACE		
White	1,345	
Black	151	
Hispanic	33	
Asian/Pacific	25	
Other	20	
CURRENT DUTY		
In PMS	986	(64%)
Not in PMS	552	(36%)
MARITAL STATUS		
Not married	267	
Married, no children	198	
Married, with children	1,110	

III. PERCEPTIONS OF EFFECTIVENESS OF THE PERSONNEL MANAGEMENT SYSTEM

Overall, the Personnel Management System was judged by about two out of three of the sample to be working at least "somewhat well." However, only about 5% of the sample rated it as working "very well," and about one-third rated it as working "not too well" or "not at all well."

Certain specific elements of the PMS were rated as working much better than others. Table 5 presents a rank ordering of effectiveness ratings for key elements of the PMS, for the sample as a whole.

With few exceptions, the following were rated as being relatively effective:

- Pay System (JUMPS)
- Procedures for correcting errors in pay
- Assignments to duty stations
- Promotion system
- SIDPERS
- Selection for schooling

The following were rated as being relatively <u>less</u> effective:

- Recruiting system (47% rated it as working "not well at all")
- Reenlistment incentives
- MOS reclassifications

Table 6 shows a comparison of the effectiveness ratings by different ranks of personnel. As a general rule, the higher the rank, the higher the percentage of positive ratings. This is particularly true of:

- The promotion system
- Selection for schooling
- Assignments for duty stations

Ranks E1-E6 were notably lower than all other ranks on their perceptions of the effectiveness of "procedures for correcting errors in pay" and the promotion system.

General officers were sharply lower than all other ranks on the effectiveness of MOS reclassifications, while E1-E6 and E7-E9 were somewhat higher on this item.

Ranks E1-E6 rated the effectiveness of the recruiting system and the Personnel Administration Centers (PACs) more highly than did all other ranks. This is significant, in that the enlisted ranks are directly served by these two elements, whereas the other ranks are served by them more indirectly.

There were some differences between field and Washington staff in their perceptions of the effectiveness of the PMS (Table 7). Personnel in FORSCOM/WESTCOM/TRADOC were more inclined to give higher ratings for the effectiveness of:

- Procedures for correcting errors in personnel records
- SIDPERS

Staff personnel gave somewhat higher ratings to:

- Promotion system
- Assignments to duty stations
- Selection for schooling

Field commanders and personnel managers are compared in Table 8. In general, the principle of "the higher the rank, the higher the ratings" holds true here as well. G-1s and AGs gave most of the elements higher ratings than did the other categories. AGs were particularly laudatory concerning the overall personnel management system, with 85% of them rating it as working at least "somewhat well."

S-1s and PAC/MILPO personnel gave the PACs relatively high ratings, but were relatively low with their ratings of the promotion system, assignments to duty stations and selection for schooling.

Commanders were particularly low in their ratings of the effectiveness of the recruiting system, MOS reclassifications and assignments to duty stations. They were not outstandingly high with their ratings on any of the PMS elements, and they were lowest of these categories in their ratings of the overall Personnel Management System, the others all rating it higher on the average than did the total sample.

TABLE 5

How Well is the Personnel Management System Working?
(Total sample, Base = 1,581)

	Of those having an opinion, % "very well" or "somewhat well"	No opinion
Pay system (JUMPS)	94%	1%
Procedures for correcting errors in pay	74	7
Assignments to duty stations	70	3
Promotion system	70	2
SIDPERS	70	16
Selection for schooling	68	8
OPMS/EPMS	61	8
Personnel Administration Centers (PAC)	53	17
Procedures for correcting errors in personnel records	48	9
Reenlistment incentives	47	14
MOS reclassifications	39	24
Recruiting system	19	12
Overall Personnel Management System	67	4

TABLE 6

How Well is the Current Personnel Management System Working?

(Of those having an opinion, % saying "very well" or "somewhat well")

	Ranks					
	General Officers	Colonels	LTC/Major	Company Grade/ Warrant Officer	E7-E9	E1-E6
(BASE)	(47)	(94)	(573)	(434)	(216)	(215)
	%	%	%	%	%	%
Promotion system	91	90	80	63	70	41
Pay system (JUMPS)	98	98	97	94	94	81
Assignments to duty stations	66	77	80	66	62	61
Selection for schooling	85	91	77	64	58	47
Recruiting system	28	15	19	12	18	36
Personnel Administration Centers (PACs)	58	59	55	48	47	64
Procedures for correcting errors in personnel records	48	49	46	53	40	52
Procedures for correcting errors in pay	78	77	82	71	79	54
Reenlistment incentives	39	41	39	38	31	37
MOS reclassifications	25	39	39	34	46	44
SIDPERS	65	70	65	77	68	68

TABLE 6. Continued

	Ranks					
	General Officers	Colonels	LTC/Major	Company Grade/ Warrant Officer	E7-E9	E1-E6
(BASE)	(47)	(94)	(5.73)	(43.4)	(216)	(215)
	%	%	%	%	%	%
Officer Personnel Management System -- OPMS (if you are an officer), OR Enlisted Personnel Management System -- EPMS (if you are enlisted)	61	64	63	60	59	57
Overall Personnel Management System	67	73	73	64	63	60

TABLE 7

How Well is the Current Personnel Management System Working?

(Of those having an opinion, % saying "very well" or "somewhat well")

	Major Command or Agency	
	FORSCOM/ WESTCOM/ TRADOC	DA Staff/FOA
(BASE)	(841)	(633)
	%	%
Promotion system	67	77
Pay system (JUMPS)	93	94
Assignments to duty stations	65	79
Selection for schooling	63	77
Recruiting system	17	21
Personnel Administration Centers (PACs)	53	53
Procedures for correcting errors in personnel records	54	40
Procedures for correcting errors in pay	71	80
Reenlistment incentives	40	34
MOS reclassifications	36	44
SIDPERS	78	58
Officer Personnel Management System -- OPMS (if you are an officer), OR Enlisted Personnel Management System -- EPMS (if you are enlisted)	63	59
Overall Personnel Management System	66	70

TABLE 8

How Well is the Current Personnel Management System Working?

(Of those having an opinion, % saying "very well" or "somewhat well")

	Field Commanders and Personnel Managers				
	Commanders	G-1/ DPCA	AG	BDE/ BTN S-1	PAC/ MILPO
(BASE)	(489)	(48)	(41)	(111)	(89)
	%	%	%	%	%
Promotion system	73	83	69	66	56
Pay system (JUMPS)	95	96	100	92	92
Assignments to duty stations	68	89	83	66	70
Selection for schooling	70	80	77	59	55
Recruiting system	14	24	28	12	32
Personnel Administration Centers (PACs)	50	49	57	64	65
Procedures for correcting errors in personnel records	53	57	53	55	52
Procedures for correcting errors in pay	70	79	92	75	77
Reenlistment incentives	38	55	33	37	34
MOS reclassifications	33	49	53	39	51
SIDPERS	76	76	74	78	66
Officer Personnel Management System -- OPMS (if you are an officer), OR Enlisted Personnel Management System -- EPMS (if you are enlisted)	63	70	73	66	71
Overall Personnel Management System	65	75	85	71	73

IV. PERCEPTIONS OF FAIRNESS OF THE PERSONAL MANAGEMENT SYSTEM

Most of the elements of the PMS covered in the survey were rated as at least "somewhat fair" by the majority of the sample. Almost without exception, the higher the rank, the more fair the PMS was perceived to be.

Ratings for the total sample are shown in Table 9. The most positive fairness ratings were given to:

- Military justice system
- Selection for schooling
- Promotion system

However, only the military justice system was judged by a substantial percentage (43%) to be "very fair." The preponderant response for the other two was "somewhat fair."

"Awards policies" was the only element of the PMS not rated by a majority as being at least "somewhat fair." Nearly one in four (24%) rated awards policies as being "not fair at all."

Table 10 compares the fairness ratings across ranks. Enlisted personnel are especially low in their ratings of the fairness of the promotion system, housing assignments and selection for schooling. Company Grade/Warrant Officer and E7-E9 are significantly lower than other ranks in their ratings of the fairness of OERs/EERs.

Differences in fairness ratings between FORSCOM/WESTCOM/TRADOC personnel and Washington staff are shown in Table 11. Personnel representing DA Staff and Field Operating Agencies gave more positive fairness ratings to:

- Promotion system
- OERs/EERs
- Assignment/Reassignment system
- Selection for schooling
- Reclassifications

Field and staff were approximately equal in their ratings of the other items.

TABLE 9

How Fair is the Personnel Management System?
(Total Sample, Base = 1,581)

	Of those having an opinion % saying "very fair" or "somewhat fair"	No opinion
Military justice system	87%	3%
Selection for schooling	72	6
Promotion system	69	2
Assignment/Reassignment system	66	3
Housing assignments	66	13
Reclassifications	59	25
OERs/EERs	58	2
Awards policies	45	3

TABLE 10

Fairness of the Personnel Management System

(Of Those Having an Opinion, % Rating as "Very Fair" or "Somewhat Fair")

	Ranks					
(Base)	General Officers (47) %	Colonel (94) %	LTC/ Major (573) %	Company Grade/ Warrant Officer (434) %	E7-E9 (216) %	E1-E6 (215) %
OERs/EERs	75	71	67	47	45	57
Military justice system	92	94	93	90	78	71
Promotion system	94	90	81	63	67	39
Assignment/Reassignment system	78	76	73	60	62	56
Selection for schooling	89	94	79	67	61	53
Reclassifications	54	65	61	58	62	53
Housing assignments	79	73	69	69	62	46
Awards policies	53	46	45	43	46	47

TABLE 11

Fairness of the Personnel Management System

(Of Those Having an Opionion, % Rating as "Very Fair" or "Somewhat Fair")

	Major Command or Agency	
	FORSCOM/ WESTCOM/ TRADOC	DA Staff/ FOA
(BASE)	(841)	(633)
	%	%
OERs/EERs	52	66
Military justice system	87	89
Promotion system	66	75
Assignment/Reassignment system	62	74
Selection for schooling	68	78
Reclassifications	57	63
Housing assignments	68	64
Awards policies	45	44

V. SATISFACTION WITH PERSONNEL MANAGEMENT

1. TOTAL SAMPLE

The survey included ratings of satisfaction with a number of outcomes of the Personnel Management System, including morale, training and matters of sustainment. Table 12 presents, for the overall sample, a rank ordering of these items in terms of percentage rating them as "very good." On that basis, it appears that satisfaction itself is not "very good." The highest rated items were:

- The respondent's morale
- Satisfaction with current job
- On the job training
- Housing

However, for none of these did a majority indicate that these were "very good." At the low end, one in four, or fewer, rated the following as "very good."

- Health care provided to dependents
- Family satisfaction with the Army
- Satisfaction with pay and entitlements
- Health care provided to the respondent
- Morale in the respondent's unit
- Fringe benefits such as PX, commissary, recreational facilities

With the exception of health care provided to dependents, large majorities did rate every item as being at least "somewhat good."

Table 13 compares satisfaction across ranks, and it is clear that, with some exceptions, the higher the rank, the greater the satisfaction. On most of the items, officers indicated the highest level of satisfaction, and ranks E1-E6 the least. However:

- LTC/Major was low in satisfaction with:
  - Pay and entitlements
  - Fringe benefits
  - Health care provided to self and dependents
- Company Grade/Warrant Officer was low in satisfaction with:
  - Health care provided to self and dependents
  - Training received prior to present job
  - Conditions where currently work
  - Opportunities for civilian and necessary military education
- E1-E6 was relatively high in satisfaction with:
  - Fringe benefits
  - Health care provided to self
- E7-E9 was relatively high in satisfaction with:
  - Opportunities for civilian education
  - Health care provided to dependents

2. FEMALES

In recent years, women have joined the Army in increasinly large numbers, and it appears that this trend will continue. Therefore, it is useful to contrast the satisfaction ratings of female personnel with male personnel, as shown in Table 14.

In interpreting these differences, it is well to bear in mind that 50% of the females in our sample are in ranks E1-E6, while only 11% of the males are at that level. However, even compared to all E1-E6, female personnel were notably lower in their satisfaction with:

- Personal morale
- Job satisfaction
- On the job training
- Current working conditions
- Opportunities for necessary military education
- Health care provided to dependents

Perhaps in part because of these lower levels of satisfaction, females indicated a somewhat lower intention to pursue careers in the military. One in three females (33%) felt that it was "not likely at all" that they would be in the Army three years from now, compared to 13% of all males and 30% of all E1-E6.

3. MINORITIES

With the All-Volunteer Army, an increasing percentage of personnel come from minority races, principally Blacks. Equal opportunity and race relations are important elements of the current Personnel Management System, and thus it is useful to compare the satisfaction ratings for key racial groups, as shown in Table 15.

On most items covered in this survey, Blacks indicated a higher level of satisfaction than Whites, and "Other" racial backgrounds indicated a lower level of satisfaction. This is particularly noteworthy in light of the fact that 63% of the Blacks in our sample are in ranks E1-E9, compared to 48% of the "Other" and 22% of the Whites. With this perspective, it appears that Blacks are especially high, compared to other racial groups, in their satisfaction with:

- Their own morale
- Training
- Fringe benefits
- Health care provided to self and dependents
- Family satisfaction with the Army

Members of "Other" racial or ethnic backgrounds are consistently lower than Black in their satisfaction ratings, and on many of the items are lower than Whites as well. Blacks did not rate their satisfaction as being relatively low on any of the items covered in this questionnaire, with the exception of "morale in your unit."

4. PERSONNEL INTENDING TO SEPARATE

One of the major problems in personnel management that emerged in the qualitative survey was the large number of personnel in the NCO and enlisted ranks that are perceived to be "turning off" and leaving.

Comparison of the differences between those who intend to leave the Army within the next three years and those who intend to stay, in terms of their satisfactions and dissatisfactions, provides some insight into what it is that may be causing Army personnel to "turn off."

Table 16 shows these differences in terms of those who rate their satisfaction as "very good," and Table 17 contrasts different levels of intent to separate on the basis of dissatisfaction -- ratings of "not good at all." In interpreting these tables, it is helpful to have in mind a statistical picture of personnel with a high separation likelihood:

- About half have been in the Army at least 16 years, with about 25% having been in more than 20 years
- Of those "not at all likely" to be with the Army three years from now:
  - 28% are in ranks E1-E6
  - 22% are in ranks E7-E9
  - 41% are in the ranks of LTC/Major/Company Grade/ Warrant Officer

Thus, those who are pretty certain that they will not be with the Army three years from now appear to contain about equal numbers of retirees and pre-retirement separations. Presumably, a large proportion of this group would not necessarily have strong dissatisfactions with the Army, although many of them might have such feelings.

On the other hand, the majority of those who feel that they are "very likely" to be with the Army in three years are at the ranks of LTC/Major (46%) and Company Grade/Warrant Officer (25%). The views of personnel with high likelihood of continuing with the Army, then, are biased toward the viewpoint of the junior officer ranks.

Looking at the pattern of satisfactions in Table 16, high likelihood of remaining in the Army is strongly associated with high satisfaction ratings on:

- Respondent's morale
- Job satisfaction
- On the job training
- Morale in the respondent's unit
- Opportunities for military education
- Current working conditions
- Family's satisfaction with the Army

On the other hand, there is very little difference in satisfaction with pay, fringe benefits, housing or health care, across the levels of likelihood of continuing.

Table 17 shows the percentages of those groups who indicated dissatisfaction with the items -- "not good at all." Using this as an indicator, likelihood of separating is strongly linked to negative ratings for:

- Family's satisfaction with the Army
- Health care provided to self and dependents
- Pay and entitlements
- Housing
- Job satisfaction and morale

Thus, the degree of satisfaction with pay, health care, housing and fringe benefits has little relation to intent to separate, but much higher percentages of those who intend to leave within three years are strongly dissatisfied with these items. And while family satisfaction is not strongly related to separation intention, family dissatisfaction provides one of the sharpest contrasts between those who are very likely to stay and those who are not at all likely.

TABLE 12

Satisfaction with Personnel Management
(Total sample, Base = 1,581)

	% rating as "very good"	% rating as at least "somewhat good"
Your own morale	48%	83%
Satisfaction with your job	48	81
The training you have received on the job, for your present job	42	76
Your housing situation	42	81
Opportunities for civilian education	37	82
The job training you received prior to coming to your present job	35	67
Conditions where you currently work	34	73
Opportunities for necessary military education	28	74
Fringe benefits such as PX, commissary, recreational facilities	26	67
Overall morale in your unit	25	78
Health care provided to you	24	61
Satisfaction with pay and entitlements	21	59
Your family's satisfaction with the Army	21	67
Health care provided to your dependents	15	46

TABLE 13

Satisfaction Ratings

(% rating as "very good")

	Ranks					
	General Officers	Colonels	LTC/Major	Company Grade/ Warrant Officer	E7-E9	E1-E6
(BASE)	(47)	(94)	(573)	(434)	(216)	(215)
	%	%	%	%	%	%
Your own morale	70	69	53	40	49	35
Overall morale in your unit	38	38	31	23	18	8
Satisfaction with your job	62	66	55	40	48	37
Satisfaction with pay and entitlements	45	30	17	24	21	16
The job training you received prior to coming to your present job	63	53	36	25	38	32
The training you have received on the job, for your present job	67	52	46	35	42	35
Conditions where you currently work	68	47	36	30	33	26
Your housing situation	75	48	44	47	33	27
Fringe benefits such as PX, commissary, recreational facilities	47	30	20	27	25	36
Health care provided to you	45	28	22	18	29	32
Opportunities for civilian education	60	39	39	24	50	40

TABLE 13. Continued

	Ranks					
	General Officers	Colonels	LTC/Major	Company Grade/ Warrant Officer	E7-E9	E1-E6
(BASE)	(47)	(94)	(573)	(434)	(216)	(215)
	%	%	%	%	%	%
Opportunities for necessary military education	67	48	30	18	32	24
IF YOU HAVE DEPENDENTS:						
Health care provided to your dependents	32	13	14	10	22	19
Your family's satisfaction with the Army	44	26	22	17	24	13

TABLE 14

Comparison of Male and Female
Satisfaction with Personnel Management

(% rating as "very good")

	Males	Females
(BASE)	(1,488)	(89)
Your own morale	49%	29%
Satisfaction with your job	49	27
The training you have received on the job, for your present job	43	30
Your housing situation	42	43
Opportunities for civilian education	37	35
The job training you received prior to coming to your present job	22	28
Conditions where you currently work	35	21
Opportunities for necessary military education	29	19
Fringe benefits such as PX, commissary, recreational facilities	25	38
Overall morale in your unit	25	14
Health care provided to you	24	26
Satisfaction with pay and entitlements	21	22
Your family's satisfaction with the Army	21	12
Health care provided to your dependents	15	4

TABLE 15

Satisfaction of Different Racial Groups with Personnel Management

(% rating as "very good")

	White	Black	Other
(BASE)	(1,345)	(151)	(78)
Your own morale	49%	50%	33%
Satisfaction with your job	50	42	33
The training you have received on the job, for your present job	42	46	31
Your housing situation	43	38	30
Opportunities for civilian education	36	44	33
The job training you received prior to coming to your present job	34	45	20
Conditions where you currently work	34	36	27
Opportunities for necessary military education	29	33	23
Fringe benefits such as PX, commissary, recreational facilities	24	45	35
Overall morale in your unit	26	15	18
Health care provided to you	23	37	27
Satisfaction with pay and entitlements	21	20	18
Your family's satisfaction with the Army	21	27	16
Health care provided to your dependents	14	25	22

TABLE 16

Satisfaction Ratings
(% rating as "very good")

Likelihood of Being in the Army Three Years from Now

	Very Likely	Somewhat Likely	Not Very Likely	Not at All Likely
(BASE)	(901)	(273)	(177)	(228)
Your own morale	59	40	25	33
Overall morale in your unit	30	21	14	18
Satisfaction with your job	56	42	33	36
Satisfaction with pay and entitlements	21	24	16	22
The job training you received prior to coming to your present job	38	28	28	35
The training you have received on the job, for your present job	48	37	33	32
Conditions where you currently work	39	30	24	28
Your housing situation	44	43	35	41
Fringe benefits such as PX, commissary, recreational facilities	27	25	22	27
Health care provided to you	26	24	19	21
Opportunities for civilian education	41	26	27	40
Opportunities for necessary military education	33	20	16	27
IF YOU HAVE DEPENDENTS:				
Health care provided to your dependents	15	17	14	16
Your family's satisfaction with the Army	25	16	11	18

TABLE 17

Dissatisfaction Ratings
(% rating as "not good at all")

Likelihood of Being in the Army Three Years from Now

	Very Likely	Somewhat Likely	Not Very Likely	Not at All Likely
(BASE)	(901)	(273)	(177)	(228)
	%	%	%	%
Your own morale	2	3	6	19
Overall morale in your unit	2	5	6	16
Satisfaction with your job	4	8	9	20
Satisfaction with pay and entitlements	13	12	22	23
The job training you received prior to coming to your present job	12	15	17	24
The training you have received on the job, for your present job	7	9	7	16
Conditions where you currently work	6	8	9	15
Your housing situation	12	10	19	20
Fringe benefits such as PX, commissary, recreational facilities	8	8	13	18
Health care provided to you	15	16	21	22
Opportunities for civilian education	6	12	15	15
Opportunities for necessary military education	4	5	9	12
IF YOU HAVE DEPENDENTS:				
Health care provided to your dependents	25	26	32	36
Your family's satisfaction with the Army	7	9	20	30

VI. UNDERSTANDING OF THE PERSONNEL MANAGEMENT SYSTEM

While relatively few felt that they understand the overall Personnel Management System very well, a number of specific elements of the PMS are apparently understood reasonably well by most Army personnel. Table 18 shows a rank ordering of elements of the PMS based on the percentages of the sample who indicated that they understood them "very well."

The best understood elements of the PMS are:

- Pay and allowances to which you are entitled
- Leave regulations and policies

Fewer than half understand "very well":

- How their career development is managed
- Military justice/courts martial
- How they are assigned by MILPERCEN
- Promotion regulations and policies

The least well understood elements of the PMS are:

- Reenlistment regulations
- Travel regulations and policies
- Separation benefits and entitlements

From the comparison of the understanding of the PMS by personnel at different ranks (Table 19), it appears that better understanding generally is a function of years of experience in the Army rather than strictly by rank. That is, E1-E6 and Company Grade/Warrant Officer are lower than other ranks. For example, an understanding of the following items appears to be linked to years in the service:

- Travel regulations and policies
- Promotion regulations and policies
- How one's career development is managed
- How one is assigned by MILPERCEN
- Separation benefits and entitlements
- The overall Personnel Management System

However, reenlistment regulations are understood relatively better by the lower ranks. Military justice/courts martial are understood better by officers than by enlisted personnel. And ranks E1-E6 rate their own understanding especially low on:

- Pay and allowances to which they are entitled
- Procedures for correcting errors in records and/or pay
- How their career development is managed

Table 20 compares field and staff on their understanding of the PMS. As might be expected, the staff personnel

managers have more confidence in their understanding of most elements of the PMS. Only on Reenlistment regulations and Military justice/courts martial did field personnel rate their understanding higher than staff personnel.

There are substantial differences in the understanding of the PMS by Field Commanders and personnel managers, as shown in Table 21. Generally, post AGs and personnel in the PACs and MILPOs rated their understanding as better than the other categories. S-1s and G-1s tended to rate their understanding as lower than the other categories. Commanders (all levels), on most items, rated their understanding as relatively low, the one glaring exception being their understanding of Military justice/courts martial, which they rated far higher than did field personnel managers.

TABLE 18

How Well is the Personnel Management System Understood?

(Total sample, Base = 1,581)

	% saying they understand: "very well"	At least "somewhat well"
Pay and allowances to which you are entitled	62%	93%
Leave regulations and policies	60	97
How your career development is managed	42	81
Military justice/courts martial	41	83
How you are assigned by MILPERCEN	40	76
Promotion regulations and policies	37	90
Procedures for correcting errors in records and/or pay	32	79
Separation benefits and entitlements	21	62
Travel regulations and policies	19	72
Reenlistment regulations	18	61
OVERALL PERSONNEL MANAGEMENT SYSTEM	24%	81%

TABLE 19

Understanding of the Current Personnel Management System

(% saying they understand "very well")

	Ranks					
	General Officers	Colonels	LTC/Major	Company Grade/ Warrant Officer	E7-E9	E1-E6
(BASE)	(47)	(94)	(573)	(434)	(216)	(215)
	%	%	%	%	%	%
Travel regulations and policies	34	28	19	13	27	19
Promotion regulations and policies	55	53	37	29	50	32
How your career development is managed	55	61	50	34	46	24
Leave regulations and policies	79	69	60	58	69	51
The pay and allowances to which you are entitled	81	73	67	60	69	39
Reenlistment regulations	13	18	11	20	30	20
Procedures for correcting errors in your records and/or pay	38	39	31	30	42	24
The benefits and entitlements you will get when you separate from the Army or retire	26	28	19	19	26	18
Military justice/courts martial	57	54	42	48	28	27
How you are assigned by MILPERCEN	58	56	51	28	42	28
The overall personnel management system	32	37	30	15	27	18

TABLE 20

Understanding of the Current Personnel Management System

(% saying they understand "very well")

	Major Command or Agency	
	FORSCOM/ WESTCOM/ TRADOC	DA Staff/FOA
(BASE)	(841)	(633)
	%	%
Travel regulations and policies	20	17
Promotion regulations and policies	34	42
How your career development is managed	38	50
Leave regulations and policies	62	59
The pay and allowances to which you are entitled	63	63
Reenlistment regulations	21	13
Procedures for correcting errors in your records and/or pay	31	33
The benefits and entitlements you will get when you separate from the Army or retire	20	21
Military justice/courts martial	49	32
How you are assigned by MILPERCEN	30	58
The overall personnel management system	17	34

TABLE 21

Understanding of the Current Personnel Management System

(% saying they understand "very well")

	Field Commanders and Personnel Managers				
	Commanders	G-1/ DPCA	AG	BDE/ BTN S-1	PAC/ MILPO
(BASE)	(489)	(48)	(41)	(111)	(89)
Travel regulations and policies	19	21	27	12	26
Promotion regulations and policies	35	38	46	23	46
How your career development is managed	41	46	66	25	54
Leave regulations and policies	64	58	73	59	66
The pay and allowances to which you are entitled	68	57	73	60	65
Reenlistment regulations	20	8	30	13	23
Procedures for correcting errors in your records and/or pay	30	29	40	30	35
The benefits and entitlements you will get when you separate from the Army or retire	19	17	39	18	29
Military justice/courts martial	63	32	32	32	33
How you are assigned by MILPERCEN	34	47	51	22	48
The overall personnel management system	17	23	46	12	36

VII. SOURCES OF INFORMATION CONCERNING THE PERSONNEL MANAGEMENT SYSTEM

The issue of the flow of information concerning the PMS emerged in the qualitative phase of the perception survey. Enlisted personnel felt that they were not receiving sufficient information, and there was some concurrence with this view among NCOs and officers. The previous chapter highlighted gaps in understanding of the PMS, particularly among the lower ranks of both officers and enlisted personnel. This chapter will examine the sources from which people get their information concerning regulations or policies.

Table 22 shows that at every level, a variety of sources are used for information concerning regulations or policies. However, the various sources have somewhat different patterns of utilization:

- Army Regulations is cited frequently at all levels
- Officers are used extensively by other officers, but less so by enlisted personnel
- NCOs are cited by a majority at all levels, but particularly by enlisted personnel
- Enlisted personnel are not mentioned by many as a source of information, but interestingly, they are mentioned most frequently by E1-E6 and General Officers

- PACs are not extensively used. Company Grade/ Warrant Officers mention them more frequently than other ranks
- The use of Post AGs and MILPOs appears to be a function of rank: the more senior the rank, the more often they are cited
- The two publications, Army Times and Soldiers Magazine, are mentioned about equally by all ranks

Table 23 compares the ranks as to the sources of information or advice that they consider to be the best. For every rank except General Officer, Army Regulations was mentioned most frequently as the best source. More than any other rank, General Officers cited AGs as their best source, and they also mentioned MILPOs and other officers as the best sources more frequently than did other ranks.

Colonels also rely on AGs relatively heavily, but AGs were cited less frequently at progressively lower ranks. Company Grade/Warrant Officers and E7-E9 cite NCOs and PACs as the second and third best sources (after Army Regulations). More than any other level, E1-E6 cited NCOs as their best source of information, equally with Army Regulations. NCOs cited Army Regulations the most frequently of all ranks, and also cited other NCOs and PACs relatively frequently.

Enlisted men and Soldiers Magazine are regarded by almost no one to be the best sources of information or advice about

regulations or policies, and very few regard Army Times as the best source.

Table 24 compares the field and Washington staff as to their preferred information sources. Staff tends to rely most heavily on Army Regulations and also favors officers and the Army Times more than does the field. Field personnel place less reliance on Army Regulations and more on AGs, PACs and NCOs.

Table 25 compares various ranks and categories of personnel as to their satisfaction with the information they get concerning personnel policies and regulations. At all ranks and in all categories, the majority were at least "somewhat satisfied," and it appears that degree of satisfaction is clearly a function of rank. The greatest amount of dissatisfaction was at the E1-E6 level, of whom 37% are "not too satisfied" or "not at all satisfied" with the information that they are getting.

Personnel in the field are just slightly less satisfied with their information than staff personnel. Among Field Commanders and personnel managers, G-1/DPCA and AG tended to be more satisfied, and commanders, S-1 and PAC/MILPO personnel less satisfied.

TABLE 22

Sources of Information or Advice about Regulations or Policies
(% who use source)

	Ranks					
	General Officers	Colonels	LTC/Major	Company Grade/ Warrant Officer	E7-E9	E1-E6
(BASE)	(47) %	(94) %	(573) %	(434) %	(216) %	(215) %
Officers in your unit	72	64	67	69	30	44
NCOs in your unit	51	51	55	66	61	71
Enlisted men in your unit	23	16	18	12	14	33
PAC in your unit	38	33	40	53	31	36
Adjutant General (AG) at your post	68	59	51	42	28	26
Army Times	55	57	54	45	50	46
Soldiers Magazine	40	32	30	23	36	34
Army Regulations	77	87	93	88	86	70
Your MILPO	62	51	50	35	36	29
Other (SPECIFY)	11	12	11	9	3	7

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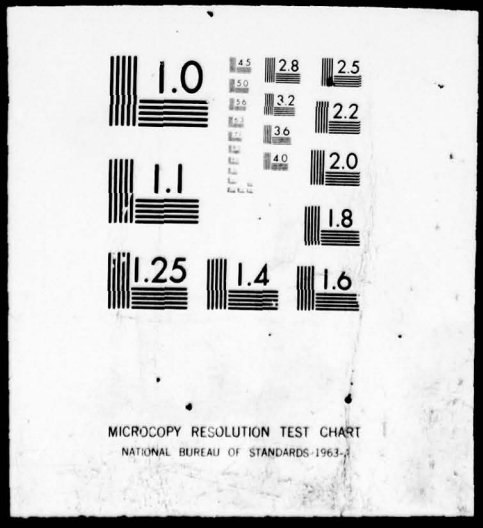


TABLE 23

Sources of Information or Advice about Regulations or Policies
(% who rated as "the one best source")

	Ranks					
	General Officers	Colonels	LTC/Major	Company Grade/ Warrant Officer	E7-E9	E1-E6
(BASE)	(47) %	(94) %	(573) %	(434) %	(216) %	(215) %
Officers in your unit	13	9	9	10	1	7
NCOs in your unit	4	2	5	13	14	31
Enlisted men in your unit	-	1	1	-	1	7
PAC in your unit	-	4	5	12	10	4
Adjutant General (AG) at your post	40	29	13	8	4	5
Army Times	9	11	8	8	8	8
Soldiers Magazine	-	1	-	1	1	1
Army Regulations	15	35	47	44	56	31
Your MILPO	15	3	9	5	7	7
Other (SPECIFY)	4	5	5	3	1	3

TABLE 24

Sources of Information or Advice
about Regulations or Policies
(% who rated as "the one best source")

	Major Command or Agency	
	FORSCOM/ WESTCOM/ TRADOC	DA Staff/FOA
(BASE)	(841)	(533)
	%	%
Officers in your unit	7	10
NCOs in your unit	12	9
Enlisted men in your unit	1	1
PAC in your unit	12	1
Adjutant General (AG) at your post	14	8
Army Times	7	10
Soldiers Magazine	1	-
Army Regulations	40	50
Your MILPO	7	8
Other (SPECIFY)	3	5

TABLE 25

Satisfaction with Information Regarding
Personnel Policies and Regulations

	(BASE)	Very Satisfied	Somewhat Satisfied	Not too Satisfied	Not at All Satisfied
Ranks					
General Officer	(47)	36%	55	9	-
Colonel	(94)	33%	59	8	-
LTC/Major	(573)	26%	59	13	1
Company Grade/Warrant Officer	(434)	12%	65	21	2
E7-E9	(216)	20%	56	21	4
E1-E6	(215)	10%	52	27	10
Major Command or Agency					
FORSCOM/WESTCOM/TRADOC	(841)	19%	59	19	3
DA Staff/FOA	(633)	22%	60	16	3
Field Commanders and Personnel Managers					
Commanders	(489)	19%	61	19	1
G-I/DPCA	(48)	29%	60	10	-
AG	(41)	32%	51	17	-
BDE/BTN S-1	(111)	13%	65	18	5
PAC/MILPO	(89)	18%	63	15	5

VIII. ATTITUDES CONCERNING THE PERSONNEL MANAGEMENT SYSTEM

A number of issues emerged in the qualitative phase which were felt to be sufficiently important that they should be included in the quantitative survey for verification, and so that statistical comparisons could be among key analysis groups. Individual attitude statements were used, pertaining to the following general topics:

- Implementation of the current PMS
- Centralization
- Utilization of personnel
- Responsiveness

Responses to these attitude items are summarized in Tables 26, 27 and 28.

1. IMPLEMENTATION OF THE CURRENT PMS

There was widespread agreement that the Personnel Administration Centers (PACs), whatever benefits or advantages they may offer, have not accomplished the objective of increasing the amount of contact and involvement of company commanders and 1st Sergeants with their troops. There was also strong and widespread agreement that it would be a good idea if clerks

were authorized at the company level. Overall, more than 40% strongly agree.

The preponderance of the sample agreed with the statements that:

> "Problems that occur in personnel management are because of the people that work in the system, not the system itself."

and,

> "Too few people who work in personnel management are well-qualified to do their jobs."

Just about twice as many agreed as disagreed, and enlisted personnel agreed much more strongly with the first statement than did officers. General Officers disagreed with the first statement, two-to-one over the agrees, but were slightly more inclined to agree with the second. Personnel with PMS duty did not differ on these two items from personnel with other duties.

2. CENTRALIZATION

There was general agreement that MILPERCEN is responsive to requests from the field, and that personnel assignments should be handled through a centralized agency such as MILPERCEN. Further, of those who have an opinion on the matter,

about twice as many feel that consolidation of all personnel agencies under a single commander would result in a better system, as think that it would result in a worse system (Table 29). Agreement on this latter point is least strong among General Officers.

However, there also was general agreement, again by a ratio of about two-to-one, that commanders should be given more authority in making assignments to key positions such as Battalion Commander, Command Sergeants Major, etc. Among ranks E1-E6, the preponderance was neutral on this question, but of those who took a side, the two-to-one ratio held at that level also.

While DA Staff/FOA personnel were substantially more laudatory of their own performance than field personnel, there was little difference in their views on returning more authority to the field.

3. UTILIZATION OF PERSONNEL

In the qualitative phase of the study, several issues of personnel utilization emerged frequently. One was that, because of overseas authorizations, strength in CONUS units was too low for many commanders to accomplish their missions. Of

our total sample, just over half (54%) agreed that their unit had sufficient qualified personnel to accomplish their mission. However, only 14% agreed strongly with that statement, and 35% disagreed. Agreement was far stronger among staff personnel than among field personnel, which tends to confirm some suspicions voiced by field NCOs that HQ tends to look after its own interests more than it does the field's needs.

Another area of difficulty found in the qualitative study had to do with the rapid turnover of personnel. The quantitative survey found a vast gap in perceptions on this issue between field personnel and staff personnel. Among personnel in FORSCOM/WESTCOM/TRADOC, more than twice as many agreed as disagreed that turnover was hurting the morale of their units and was hurting the ability of their units to accomplish their mission. Among DA Staff and FOAs this ratio was approximately reversed, with the preponderance disagreeing that turnover was a serious problem. Among all ranks and levels, however, there was very strong agreement that "too often, just when an individual learns to do the job well, that person is transferred."

Mis-assignments of enlisted personnel and serious mismatches between SQTs and MOSs were frequently mentioned in the

qualitative interviews. Most respondents to the quantitative survey felt that individuals are usually assigned to the job they are trained for, and that in their own units just about everybody is working in his or her proper MOS. Furthermore, of enlisted personnel, about 80% reported that they were working in their primary MOS. However, of the 20% remaining, only 5% were in their secondary MOS, and 15% were currently assigned in some other MOS. For whatever reason, fewer than two out of five enlisted personnel in FORSCOM/WESTCOM/TRADOC agreed that their current assignment is giving them the training they need to pass their SQT, and fewer than one out of five assigned to DA Staff/FOA agreed with this statement.

Another issue that emerged regarding the utilization of personnel was that, because it was so easy to separate from the Army at the present time, people tended to give up too easily. Rather than try harder, soldiers would turn off and leave, and NCOs would get rid of soldiers rather than work out problems. On the other hand, there was some sentiment that the Army was better off without poor soldiers and should separate them as soon as possible. Overall, 40% of our sample agreed that it was too easy to quit the Army these days, while 35% disagreed. The preponderance of General Officers and ranks E1-E6 disagreed with this statement, but the other ranks had a tendency to agree.

4. RESPONSIVENESS

There are of course many ways in which the Army may or may not be responsive to individual needs. Two were singled out for further exploration in this study.

A number of enlisted personnel in the qualitative study claimed that they had been given a false picture of Army life by recruiters, and NCOs and officers noted that many enlisted personnel realized that they had been lied to by recruiters and "just turn off." According to our results, the accuracy of the picture of Army life that one remembers having been given at the time he joined is very much related to rank. Of General Officers, 71% agree that they were given an accurate picture, as compared to 22% of ranks E1-E6. In fact, 40% of ranks E1-E6 strongly disagree that they were given an accurate picture. Females were much more likely to disagree than males (36% vs. 14% strongly disagreed). And personnel who felt that it was "not at all likely" that they would be in the Army three years from now were twice as likely as the overall sample to disagree that they had been given an accurate picture.

It also was felt by some that the Army is lax in providing career counseling and guidance. Overall, our sample tends to feel that this is true. While 33% agreed that the Army provides

good career counseling and guidance, 44% disagreed. Those who foresee separation within the next three years were twice as likely to strongly disagree as was the overall sample. Differences on this item among ranks and categories, and between field and staff, were not large.

TABLE 26

Attitudes Regarding Personnel Management in the Army
(% who "agree" or "strongly agree")

	Ranks					
	General Officers	Colonels	LTC/Major	Company Grade/ Warrant Officer	E7-E9	E1-E6
(BASE)	(47)	(94)	(573)	(434)	(216)	(215)
	%	%	%	%	%	%
A. IMPLEMENTATION OF THE CURRENT PMS						
Since the formation of the PACs, company commanders have increased the amount of contact with their troops	24	26	21	21	22	27
The PACs have enabled the 1st Sergeants to have more involvement with their troops	30	28	24	23	34	37
It would be a good idea if clerks were authorized at the company level	73	77	75	83	82	58
Problems that occur in personnel management are because of the people that work in the system, not the system itself	21	49	46	47	67	61
Too few people who work in personnel management are well-qualified to do their jobs	36	48	41	49	51	49

TABLE 26. Continued

	Ranks					
	General Officers	Colonels	LTC/Major	Company Grade/ Warrant Officer	E7-E9	E1-E6
(BASE)	(47)	(94)	(573)	(434)	(216)	(215)
	%	%	%	%	%	%
B. CENTRALIZATION						
MILPERCEN is generally responsive to requests from the field	53	73	68	41	59	39
Personnel assignments should be handled through a centralized agency such as MILPERCEN	53	65	69	51	77	63
Commanders should be given more authority in making assignments to key positions such as Battalion Commander, Command Sergeants Major, etc.	62	60	50	54	53	39

TABLE 26. Continued

	Ranks					
	General Officers	Colonels	LTC/Major	Company Grade/ Warrant Officer	E7-E9	E1-E6
(BASE)	(47) %	(94) %	(573) %	(434) %	(216) %	(215) %
C. UTILIZATION OF PERSONNEL						
My unit has sufficient qualified personnel to perform its mission	60	56	61	45	58	46
Turnover is hurting the morale of my unit	48	49	40	46	37	37
Turnover is hurting the ability of my unit to accomplish its mission	49	52	43	53	37	37
Too often, just when an individual learns to do the job well, that person is transferred	87	84	79	82	74	68
Individuals are usually assigned to the job they are trained for	72	66	62	52	51	40
In my unit just about everybody is working in his or her proper MOS	83	77	72	65	67	47
My current assignment is giving me the training I need to pass my SQT	-	-	-	-	28	30
It is too easy to quit the Army these days	28	40	37	41	51	35

	Ranks					
	General Officers	Colonels	LTC/Major	Company Grade/ Warrant Officer	E7-E9	E1-E6
(BASE)	(47)	(94)	(573)	(434)	(216)	(215)
	%	%	%	%	%	%
D. RESPONSIVENESS						
I was given an accurate picture of the Army life at the time I joined	71	63	56	44	33	22
The Army provides good career counseling and guidance	41	44	36	30	33	25

TABLE 27

Attitudes Regarding Personnel Management in the Army

(% who "agree" or "strongly agree")

	Major Command or Agency	
	FORSCOM/ WESTCOM/ TRADOC	DA Staff/FOA
(BASE)	(841) %	(633) %
A. IMPLEMENTATION OF THE CURRENT PMS		
Since the formation of the PACs, company commanders have increased the amount of contact with their troops	25	18
The PACs have enabled the 1st Sergeants to have more involvement with their troops	31	22
It would be a good idea if clerks were authorized at the company level	82	71
Problems that occur in personnel management are because of the people that work in the system, not the system itself	51	49
Too few people who work in personnel management are well-qualified to do their jobs	48	44

TABLE 27. Continued

	Major Command or Agency	
	FORSCOM/ WESTCOM/ TRADOC	DA Staff/FOA
(BASE)	(841)	(633)
	%	%
B. CENTRALIZATION		
MILPERCEN is generally responsive to requests from the field	44	72
Personnel assignments should be handled through a centralized agency such as MILPERCEN	55	77
Commanders should be given more authority in making assignments to key positions such as Battalion Commander, Command Sergeants Major, etc.	53	49

TABLE 27. Continued

	Major Command or Agency	
	FORSCOM/ WESTCOM/ TRADOC	DA Staff/FOA
(BASE)	(841) %	(633) %
C. UTILIZATION OF PERSONNEL		
My unit has sufficient qualified personnel to perform its mission	45	66
Turnover is hurting the morale of my unit	52	27
Turnover is hurting the ability of my unit to accomplish its mission	57	29
Too often, just when an individual learns to do the job well, that person is transferred	81	76
Individuals are usually assigned to the job they are trained for	56	56
In my unit just about everybody is working in his or her proper MOS	65	68
My current assignment is giving me the training I need to pass my SQT (E1-E9 only)	37	16
It is too easy to quit the Army these days	42	36
D. RESPONSIVENESS		
I was given an accurate picture of the Army life at the time I joined	43	50
The Army provides good career counseling and guidance	34	32

TABLE 28

Attitudes Regarding Personnel Management in the Army
(% who "agree" or "strongly agree")

	Field Commanders or Personnel Managers				
	Commanders	G-1/ DPCA	AG	BDE/ BTN S-1	PAC/ MILPO
(BASE)	(489)	(48)	(41)	(111)	(89)
	%	%	%	%	%
A. IMPLEMENTATION OF THE CURRENT PMS					
Since the formation of the PACs, company commanders have increased the amount of contact with their troops	25	17	27	23	25
The PACs have enabled the 1st Sergeants to have more involvement with their troops	27	27	33	31	37
It would be a good idea if clerks were authorized at the company level	86	77	56	81	72
Problems that occur in personnel management are because of the people that work in the system, not the system itself	47	53	43	44	50
Too few people who work in personnel management are well-qualified to do their jobs	46	23	44	54	56

TABLE 28. Continued

	(BASE)	Field Commanders or Personnel Managers: Commanders	G-1/ DPCA	AG	BDE/ BTN S-1	PAC/ MILPO
		(489) %	(48) %	(41) %	(111) %	(89) %
B. CENTRALIZATION						
MILPERCEN is generally responsive to requests from the field		46	77	56	40	55
Personnel assignments should be handled through a centralized agency such as MILPERCEN		53	63	59	44	72
Commanders should be given more authority in making assignments to key positions such as Battalion Commander, Command Sergeants Major, etc.		54	63	32	59	50

TABLE 28. Continued

		Field Commanders or Personnel Managers				
	(BASE)	Commanders	G-1/ DPCA	AG	BDE/ BTN S-1	PAC/ MILPO
		(489) %	(48) %	(41) %	(111) %	(89) %
C. UTILIZATION OF PERSONNEL						
My unit has sufficient qualified personnel to perform its mission		47	63	59	30	53
Turnover is hurting the morale of my unit		55	25	48	49	37
Turnover is hurting the ability of my unit to accomplish its mission		63	25	38	56	38
Too often, just when an individual learns to do the job well, that person is transferred		83	70	83	86	79
Individuals are usually assigned to the job they are trained for		61	75	56	48	48
In my unit just about everybody is working in his or her proper MOS		75	69	53	59	60
My current assignment is giving me the training I need to pass my SQT		-	-	-	-	-
It is too easy to quit the Army these days		40	33	51	42	50

TABLE 28. Continued

	Field Commanders or Personnel Managers				
	Commanders	G-1/ DPCA	AG	BDE/ BTN S-1	PAC/ MILPO
(BASE)	(489)	(48)	(41)	(111)	(89)
	%	%	%	%	%
D. RESPONSIVENESS					
I was given an accurate picture of the Army life at the time I joined	50	60	39	38	43
The Army provides good career counseling and guidance	37	44	28	30	31

TABLE 29

Opinions on the Consolidation of all
Personnel Agencies Under a Single Commander

	(BASE)	The Personnel Management System Would Work: Much Better	A Little Better	A Little Worse	Much Worse	No Opinion
Ranks						
General Officer	(47)	11%	36	29	13	11
Colonel	(94)	25%	27	19	16	13
LTC/Major	(573)	17%	33	15	10	25
Company Grade/Warrant Officer	(434)	11%	23	9	7	50
E7-E9	(216)	26%	18	10	13	33
E1-E6	(215)	13%	27	7	9	45
Major Command or Agency						
FORSCOM/WESTCOM/TRADOC	(845)	14%	24	8	7	47
DA Staff/FOA	(634)	20%	32	18	13	18
Field Commanders and Personnel Managers						
Commander	(489)	13%	23	10	6	48
G1/DPCA	(48)	23%	32	9	6	30
AG	(41)	20%	38	13	8	23
BDE/BTN S-1	(111)	12%	23	6	7	52
PAC/MILPO	(89)	23%	26	11	9	31

IX. CONCLUSIONS

It would be premature to draw firm conclusions as to perceptions of the Army PMS, or to explore their implications to any depth, in a preliminary and incomplete report such as this.

However, keeping that qualification in mind, at this point the quantitative findings do appear to be consistent with the findings of the qualitative phase of the study. Moreover, comparing the views of personnel at different ranks and with different duty assignments, the results have face validity: differences show up where one would expect them.

If anything, the quantitative phase is providing a more positive view of perceptions of the PMS than did the preceding phase. That is, while the problems that emerged in the depth interviews undeniably do exist and were confirmed by the quantitative survey, most of them are by no means universal. The majority of our sample appear to be relatively positive toward most aspects of the current PMS and very positive toward some particular aspects. However, it is clear that some matters are strongly perceived to be problems, and there

are some pockets of dissatisfaction. Moreover, there are indications that certain changes would be well received by the majority of personnel at all levels.

X. PERCEPTIONS SURVEY INSTRUMENT

DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL
WASHINGTON, D.C. 20310

DAPE-HRL-P

2 JUL 1979

MEMORANDUM FOR SURVEY PARTICIPANTS

SUBJECT: Perception Survey of Army Personnel Management

1. The Army is examining the Personnel Management System to determine what improvements are needed. As part of the study, we are asking you for your views on --

- How well you think the system is working.
- How well you feel you understand the system.
- How fair you think the system is.
- Specific aspects of the system.

2. You have been selected at random as being representative of your rank and unit assignment. Since the sample for this survey is very small in comparison with the total number of people in the Army, your responses to this survey are very important. We would appreciate your most candid and thoughtful opinions. The results of the survey will be used to design improvements in the system. This is your chance to let your views and feelings be known. There is no way to identify respondents, so you may be assured that your answers will be entirely anonymous.

3. We appreciate the time and interest you are taking to pass to us your personal views on the Personnel Management System. Thank you for your cooperation.

FOR THE DEPUTY CHIEF OF STAFF FOR PERSONNEL:

1 Incl
Perception Survey

W. F. ULMER, JR.
Major General, GS
Director of Human Resources
Development

NATIONAL ANALYSTS
400 Market Street
Philadelphia, PA 19106

CARD 01
Study 81-442
July, 1979

SURVEY OF PERCEPTIONS OF
PERSONNEL MANAGEMENT IN THE ARMY

INSTRUCTIONS

Read each question carefully before you answer it. Indicate your answer by circling the number that best represents your opinions or feelings. This will take no more than 10 to 15 minutes. When you have finished, slip the questionnaire into the envelope and put it in the mail.

DESCRIPTIVE INFORMATION

A. Indicate your rank (CIRCLE THE NUMBER)

	11		
General Officer	1	Company grade/Warrant Officer	4
Colonel	2	E7 - E 9	5
LTC/Major	3	E6 or lower	6

B. Into which of the following categories do you belong?

	12		
Commander	1	Brigade/Battalion S-1	4
G-1/DPCA	2	PAC/MILPO	5
Adjutant General (AG)	3	Other	0

C. Racial/ethnic background. (CIRCLE ONLY ONE)

	13		
White	1	Asian/Pacific	4
Black	2	Other	5
Hispanic	3		

D. Major Command or agency to which you are assigned.

	14		
FORSCOM	1	DA General Staff (e.g., DCSPER, COA, etc.	7
TRADOC	2	DA Special Staff (TJAG, TSG, CCH)	8
USAREUR	3	Reserve Component	9
WESTCOM (Hawaii)	4	Other *(SPECIFY)*	0
EUSA	5		
Field Operating Agency (MILPERCEN, TAGCEN, USAREC, etc.)	6		

E. Sex.

	16
Male	1
Female	2

F. Marital status.

	17
Not married	1
Married, *no children*	2
Married, with children	3

G. Are you currently working in your:

	18
Primary MOS/Specialty	1
Secondary MOS/Alternate Specialty	2
Other MOS/Specialty	3

H. Is your current assigned duty within the Personnel Management System? (Examples include G1/S1, DPCA, PAC, MILPO, and AG as well as any positions which are coded 41, 42, 43; MOS 71LA; or in the Career Management Field (CMF) 71, 72, 73, 74, or 75.)

	19
Yes	1
No	2

I. How long have you been in the Army?

	20		
Less than 3 years	1	11 to 15 years	4
3 to 6 years	2	16 to 20 years	5
7 to 10 years	3	More than 20 years	6

J. How likely is it that you will be in the Army three years from now?

	21		
Very likely	1	Not very likely	3
Somewhat likely	2	Not at all likely	4

1. We are interested in your opinions on how various personnel systems and procedures in the Army are working these days. For each of the items below, please circle the number that indicates your rating, based on your own experiences. If you have not had enough experience with the item to be able to judge it, circle "no opinion."

(CIRCLE THE NUMBER THAT APPLIES)

22~34	It is working... Very Well	Somewhat Well	Not Too Well	Not Well At All	No Opinion
A. Promotion system	1	2	3	4	0
B. Pay system (JUMPS)	1	2	3	4	0
C. Assignments to duty stations	1	2	3	4	0
D. Selection for schooling	1	2	3	4	0
E. Recruiting system	1	2	3	4	0
F. Personnel Administration Centers (PACs)	1	2	3	4	0
G. Procedures for correcting errors in personnel records	1	2	3	4	0
H. Procedures for correcting errors in pay	1	2	3	4	0
I. Reenlistment incentives	1	2	3	4	0
J. MOS reclassifications	1	2	3	4	0
K. SIDPERS	1	2	3	4	0
L. Officer Personnel Management System -- OPMS (if you are an officer), OR Enlisted Personnel Management System -- EPMS (if you are enlisted)	1	2	3	4	0
M. Overall personnel management system	1	2	3	4	0

2. In your opinion, if all the personnel agencies such as MILPERCEN, TAGCEN, etc., were consolidated under a single commander, would the Personnel Management System work:

35

Much better	1
A little better	2
A little worse	3
Much worse	4

I am not familiar enough with this to have an opinion	5

(CIRCLE THE NUMBER)

3. We would like to know how well you feel you understand each of the items below. 36~46	I understand it... Very Well	Somewhat Well	Not Too Well	Not Well At All
A. Travel regulations and policies	1	2	3	4
B. Promotion regulations and policies	1	2	3	4
C. How your career development is managed	1	2	3	4
D. Leave regulations and policies	1	2	3	4
E. The pay and allowances to which you are entitled	1	2	3	4
F. Reenlistment regulations	1	2	3	4
G. Procedures for correcting errors in your records and/or pay	1	2	3	4
H. The benefits and entitlements you will get when you separate from the Army or retire	1	2	3	4
I. Military justice/courts martial	1	2	3	4
J. How you are assigned by MILPERCEN	1	2	3	4
K. The overall personnel management system	1	2	3	4

4. Which of the following sources do you usually find useful for information or advice about regulations or policies?

	Q.4 (47~48) Circle All That Apply	Q.5 (49~50) The One Best Source
Officers in your unit	1	1
NCOs in your unit	2	2
Enlisted men in your unit	3	3
PAC in your unit	4	4
Adjutant General (AG) at your post	5	5
Army Times	6	6
Soldiers' Magazine	7	7
Army Regulations	8	8
Your MILPO	9	9
Other (SPECIFY)	0	0

5. Now, in Col. 5 above, circle the number that indicates which one of those sources is usually the best, as far as you are concerned.

6. Generally, how satisfied are you with the information you get as to personnel policies and regulations? (51)

Very satisfied	1	Not too satisfied	3
Somewhat satisfied	2	Not at all satisfied	4

7. A number of policies and procedures of the Personnel Management System are listed below. Please circle the number for each item that indicates how fair you think it is at the present time.

(52~59)	I think it is... (CIRCLE THE NUMBER) Very Fair	Somewhat Fair	Not Too Fair	Not Fair At All	No Opinion
A. OERs/EERs	1	2	3	4	0
B. Military justice system	1	2	3	4	0
C. Promotion system	1	2	3	4	0
D. Assignment/Reassignment system	1	2	3	4	0
E. Selection for schooling	1	2	3	4	0
F. Reclassifications	1	2	3	4	0
G. Housing assignments	1	2	3	4	0
H. Awards policies	1	2	3	4	0

8. Please rate the following items as to how good you think they are right now. (60~69)

	(CIRCLE THE NUMBER) Very Good	Somewhat Good	Not Too Good	Not Good At All
A. Your own morale	1	2	3	4
B. Overall morale in your unit	1	2	3	4
C. Satisfaction with your job	1	2	3	4
D. Satisfaction with pay and entitlements	1	2	3	4
E. The job training your received prior to coming to your present job	1	2	3	4
F. The training you have received on the job, for your present job	1	2	3	4
G. Conditions where you currently work	1	2	3	4
H. Your housing situation	1	2	3	4
I. Fringe benefits such as PX, commissary, recreational facilities	1	2	3	4
J. Health care provided to you	1	2	3	4

(Continued) END CARD 01

8. Continued	CARD 02 11~14	(CIRCLE THE NUMBER) Very Good	Somewhat Good	Not Too Good	Not Good At All
K. Opportunities for civilian education		1	2	3	4
L. Opportunities for necessary military education		1	2	3	4
IF YOU HAVE DEPENDENTS: M. Health care provided to your dependents		1	2	3	4
N. Your family's satisfaction with the Army		1	2	3	4

9. Indicate the extent to which you agree or disagree with each of the statements below. 15~32	(CIRCLE THE NUMBER) Strongly Agree	Agree	Neutral	Dis-agree	Strongly Disagree
A. Since the formation of the PACs, company commanders have increased the amount of contact with their troops	1	2	3	4	5
B. The PACs have enabled the 1st Sergeants to have more involvement with their troops	1	2	3	4	5
C. Too often, just when an individual learns to do the job well, that person is transferred	1	2	3	4	5
D. Commanders should be given more authority in making assignments to key positions such as Battalion Commander, Command Sergeants Major, etc.	1	2	3	4	5
E. In my unit just about everybody is working in his or her proper MOS	1	2	3	4	5
F. Turnover is hurting the morale of my unit	1	2	3	4	5
G. Turnover is hurting the ability of my unit to accomplish its mission	1	2	3	4	5
H. My current assignment is giving me the training I need to pass my SQT	1	2	3	4	5
I. It is too easy to quit the Army these days	1	2	3	4	5
J. My unit has sufficient qualified personnel to perform its mission	1	2	3	4	5
K. Problems that occur in personnel management are because of the people that work in the system, not the system itself	1	2	3	4	5
L. MILPERCEN is generally responsive to requests from the field	1	2	3	4	5
M. Too few people who work in personnel management are well-qualified to do their jobs	1	2	3	4	5
N. It would be a good idea if clerks were authorized at the company level	1	2	3	4	5
O. Personnel assignments should be handled through a centralized agency such as MILPERCEN	1	2	3	4	5
P. The Army provides good career counseling and guidance	1	2	3	4	5
Q. Individuals are usually assigned to the job they are trained for	1	2	3	4	5
R. I was given an accurate picture of the Army life at the time I joined	1	2	3	4	5

END CARD 02

10. In the space below, write any comments or ideas you might have concerning personnel management in the Army that were not covered in the questionnaire.

THANK YOU VERY MUCH FOR YOU HELP.
PLEASE RETURN THE COMPLETED QUESTIONNAIRE IN THE ENVELOPE PROVIDED.

APPENDIX F
PART THREE

STATISTICAL TABLES FOR THE COMPARISON OF PRELIMINARY RESULTS AND RESULTS BASED ON COMPLETE RETURNS AND FOR THE SURVEY OF USAREUR PERSONNEL

TABLE 1

Final Completion Rates
for Perception Survey

	Mailed Out	Received (as of Sept. 5, 1979)	Completion Rate
FORSCOM/WESTCOM	2,005	1,283	64%
TRADOC	447	293	66%
USAREUR	1,738	953	55%
DA Staff/Field Operating Agencies	810	666	82%
(Other)	-	(182)	-
Total	5,000	3,377	68%

TABLE 2

Comparison of Preliminary and Final Samples

	Sample Used for Preliminary Report (as of August 9, 1979)		Final Sample (as of September 5, 1979)	
Total sample size	1,581		2,489	
FORSCOM/WESTCOM				
General officer	16	3%	25	2%
Colonel/LTC/Major	170	28	331	26
Company grade/Warrant officer	283	47	539	42
E7-E9	64	11	169	13
E1-E6	67	11	219	17
Total	600		1,283	
TRADOC				
General officer	7	3%	9	3%
Colonel/LTC/Major	85	35	101	35
Company grade/Warrant officer	84	35	99	34
E7-E9	38	16	48	16
E1-E6	26	11	35	12
Total	240		292	
DA staff/Field Operating Agency				
General officer	10	2%	10	2%
Colonel/LTC/Major	390	62	204	61
Company grade/Warrant officer	54	9	61	9
E7-E9	92	15	94	14
E1-E6	86	14	96	14
Total	632		665	
Other	109		249	

TABLE 3

Differences Between Final Sample
and Preliminary Sample

Item: In my unit just about everybody is working in his or her proper MOS

(% who "agree" or "strongly agree")

	Sample Used for Preliminary Report (as of August 9)	Final Sample (as of September 5)
(BASE)	(1,581)	(2,489)
	%	%
Total sample	67	64
General officer	83	84
Colonel	77	76
LTC/Major	72	73
Company grade/ Warrant officer	65	64
E7-E9	67	63
E1-E6	47	43
FORSCOM/WESTCOM/ TRADOC	65	63
DA staff/FOAs	68	68

TABLE 4

Differences Between Final Sample
and Preliminary Sample

Item: Turnover is hurting the morale of my unit

(% who "agree" or "strongly agree")

(BASE)	Sample Used for Preliminary Report (as of August 9) (1,581) %	Final Sample (as of September 5) (2,489) %
Total sample	41	47
General officer	48	53
Colonel	49	56
LTC/Major	40	45
Company grade/ Warrant officer	46	52
E7-E9	37	40
E1-E6	37	41
FORSCOM/WESTCOM/ TRADOC	52	55
DA staff/FOAs	27	27

TABLE 5

Differences Between Final Sample and Preliminary Sample

Item: Turnover is hurting the ability of my unit to accomplish its mission

(% who "agree" or "strongly agree")

(BASE)	Sample Used for Preliminary Report (as of August 9) (1,581) %	Final Sample (as of September 5) (2,849) %
Total sample	45	49
General officer	49	52
Colonel	52	58
LTC/Major	43	49
Company grade/ Warrant officer	53	60
E7-E9	37	41
E1-E6	37	34
FORSCOM/WESTCOM/ TRADOC	57	59
DA staff/FOAs	29	29

TABLE 6

Differences Between Final Sample
and Preliminary Sample

Item: My current assignment is giving me the training I need to pass my SQT (enlisted only)

(% who "agree" or "strongly agree")

	Sample Used for Preliminary Report (as of August 9)	Final Sample (as of September 5)
(BASE)	(1,581)	(2,489)
	%	%
Total sample		
General officer	-	-
Colonel	-	-
LTC/Major	-	-
Company grade/ Warrant officer	-	-
E7-E9	28	33
E1-E6	30	35
FORSCOM/WESTCOM/ TRADOC	37	39
DA staff/FOAs	16	19

TABLE 7

Differences Between Final Sample
and Preliminary Sample

Item: My unit has sufficient qualified personnel to perform its mission

(% who "agree" or "strongly agree")

(BASE)	Sample Used for Preliminary Report (as of August 9) (1,581) %	Final Sample (as of September 5) (2,489) %
Total sample	54	50
General officer	60	55
Colonel	56	52
LTC/Major	61	57
Company grade/ Warrant officer	45	42
E7-E9	58	53
E1-E6	46	46
FORSCOM/WESTCOM/ TRADOC	45	42
DA staff/FOAs	66	66

TABLE 8

Differences Between Final Sample
and Preliminary Sample

Item: MILPERCEN is generally responsive to requests from the field

(% who "agree" or "strongly agree")

(BASE)	Sample Used for Preliminary Report (as of August 9) (1,581) %	Final Sample (as of September 5) (2,489) %
Total sample	55	49
General officer	53	52
Colonel	73	70
LTC/Major	68	65
Company grade/ Warrant officer	41	40
E7-E9	59	54
E1-E6	39	30
FORSCOM/WESTCOM/ TRADOC	44	42
DA staff/FOAs	72	72

TABLE 9

Differences Between Final Sample
and Preliminary Sample

Item: Personnel assignments should be handled through a centralized agency such as MILPERCEN

(% who "agree" or "strongly agree")

(BASE)	Sample Used for Preliminary Report (as of August 9) (1,581) %	Final Sample (as of September 5) (2,489) %
Total sample	64	59
General officer	53	59
Colonel	65	62
LTC/Major	69	66
Company grade/ Warrant officer	50	50
E7-E9	77	73
E1-E6	63	50
FORSCOM/WESTCOM/ TRADOC	55	54
DA staff/FOAs	77	76

TABLE 10

Differences Between Final Sample
and Preliminary Sample

Item: The Army provides good career counseling and guidance

(% who "agree" or "strongly agree")

(BASE)	Sample Used for Preliminary Report (as of August 9) (1,581) %	Final Sample (as of September 5) (2,489) %
Total sample	33	34
General officer	41	44
Colonel	44	45
LTC/Major	36	36
Company grade/ Warrant officer	30	30
E7-E9	33	35
E1-E6	25	32
FORSCOM/WESTCOM/ TRADOC	34	34
DA staff/FOAs	32	32

TABLE 11

Units Included in USAREUR Sample

HQ

1st PERSCOM

Commanders and Personnel Managers in:

- 3rd Infantry
- 8th Infantry
- 1st Armored
- 3rd Armored

NCOs (3%) and enlisted personnel (0.3%):

- Europe-wide

TABLE 12

Summary of Respondents
from USAREUR Sample

Total Sample 953

Rank	N	
General officer	15	2%
Colonel	21	2
LTC/Major	148	16
Company grade/Warrant officer	134	14
E7-E9	312	33
E1-E6	322	34
No answer	1	-

Commanders and Personnel Managers	N	
Commander	152	16%
G1-DPCA	25	3
Adjutant General	16	2
Brigade/Battalion S-1	96	10
PAC/MILPO	40	4
Other, no answer	624	65

Racial/Ethnic Background	N	
White	726	76%
Black	161	17
Hispanic	35	4
Asian/Pacific	9	1
Other, no answer	22	2

Sex	N	
Male	908	95%
Female	42	5
No answer	3	-

TABLE 12. Continued

Marital Status	N	
Not married	214	22%
Married, no children	115	12
Married, with children	619	65
No answer	5	-

Currently Assigned Within the Personnel Management System?	N	
Yes	459	48%
No	459	48
No answer	35	2

Length of Service	N	
Less than 3 years	159	17%
3 to 6 years	156	16
7 to 10 years	99	10
11 to 15 years	179	19
16 to 20 years	231	24
More than 20 years	129	14

Likelihood of Being in the Army Three Years from Now	N	
Very likely	542	57%
Somewhat likely	165	17
Not very likely	113	12
Not at all likely	132	14
No answer	1	-

TABLE 13

How Well is the Current Personnel Management System Working?

(Of those having an opinion, % saying "very well" or "somewhat well")

	Major Command or Agency		
	FORSCOM/ WESTCOM/ TRADOC	DA Staff/FOA	USAREUR
(BASE)	(1,576)	(666)	(953)
	%	%	%
Promotion system	64	76	67
Pay system (JUMPS)	91	95	92
Assignments to duty stations	64	78	58
Selection for schooling	64	77	64
Recruiting system	27	21	23
Personnel Administration Centers (PACs)	55	55	54
Procedures for correcting errors in personnel records	54	40	49
Procedures for correcting errors in pay	69	80	70
Reenlistment incentives	38	33	39
MOS reclassifications	36	43	34
SIDPERS	78	58	59
Officer Personnel Management System -- OPMS (if you are an officer), OR Enlisted Personnel Management System -- EPMS (if you are enlisted)	64	60	66
Overall Personnel Management System	66	70	66

TABLE 14

Ratings of the Effectiveness of EPMS, and of the Overall Personnel Management System, by Enlisted Personnel

(% saying they are working "very well" or "somewhat well")

	CONUS %	USAREUR %
Rating of EPMS		
E7-E9	60	69
E1-E6	55	62
Rating of the overall Personnel Management System		
E7-E9	62	69
E1-E6	57	64

TABLE 15

Preferences Concerning the Consolidation of All Personnel Agencies Such as MILPERCEN, TAGCEN, etc., Under a Single Commander

	Major Command or Agency		
	FORSCOM/ WESTCOM/ TRADOC	DA Staff/FOA	USAREUR
(BASE)	(1,576)	(666)	(953)
	%	%	%
Consolidation would result in the PMS working:			
Much better	14	19	17
A little better	24	32	22
A little worse	8	18	7
Much worse	7	13	8
Not familiar enough to have an opinion	47	19	45

TABLE 16

Understanding of the Current Personnel Management System

(% saying they understand "very well")

	Major Command or Agency		
	FORSCOM/ WESTCOM/ TRADOC	DA Staff/FOA	USAREUR
(BASE)	(1,576)	(666)	(953)
	%	%	%
Travel regulations and policies	19	16	24
Promotion regulations and policies	33	44	40
How your career development is managed	35	50	33
Leave regulations and policies	62	58	59
The pay and allowances to which you are entitled	61	62	54
Reenlistment regulations	21	13	22
Procedures for correcting errors in your records and/or pay	31	33	30
The benefits and entitlements you will get when you separate from the Army or retire	21	21	24
Military justice/court martials	45	31	36
How you are assigned by MILPERCEN	27	58	26
The overall Personnel Management System	16	34	16

TABLE 17

Sources of Information or Advice
about Regulations or Policies

(% who rated as "the one best source")

	Major Command or Agency		
	FORSCOM/ WESTCOM/ TRADOC	DA Staff/FOA	USAREUR
(BASE)	(1,576)	(666)	(953)
	%	%	%
Officers in your unit	6	9	6
NCOs in your unit	13	9	21
Enlisted men in your unit	2	1	3
PAC in your unit	12	1	11
Adjutant General (AG) at your post	13	8	8
Army Times	7	10	9
Soldiers Magazine	1	-	2
Army Regulations	40	50	40
Your MILPO	6	7	4
Other (SPECIFY)	3	5	2

Percentages may total more than 100% because of multiple responses.

TABLE 18

Satisfaction with Information as to Personnel Policies and Regulations

	Major Command or Agency		
	FORSCOM/ WESTCOM/ TRADOC	DA Staff/FOA	USAREUR
(BASE)	(1,576)	(666)	(953)
Very satisfied	18%	21%	17%
Somewhat satisfied	59	60	57
Not too satisfied	20	16	21
Not at all satisfied	4	3	4

TABLE 19

Fairness of the Personnel Management System

(Of those having an opinion, % rating as "very fair" or "somewhat fair")

	Major Command or Agency		
	FORSCOM/ WESTCOM/ TRADOC	DA Staff/FOA	USAREUR
(BASE)	(1,576)	(666)	(953)
	%	%	%
OERs/EERs	53	66	55
Military justice system	84	89	81
Promotion system	64	74	65
Assignment/Reassignment system	61	73	59
Selection for schooling	68	77	66
Reclassifications	57	62	50
Housing assignments	68	64	58
Awards policies	45	44	54

TABLE 20

Ratings of Fairness of
Military Justice System

(% rating as "very fair")

(BASE)	CONUS (2,489) %	USAREUR (953) %
General officer	66	73
Colonel	60	81
LTC/Major	51	65
Company grade/Warrant officer	46	56
E7-E9	31	34
E1-E6	21	22
Total	42	40

TABLE 21

Ratings of Fairness of Assignment/
Reassignment System

(% rating as "very fair")

(BASE)	CONUS (2,489)	USAREUR (953)
	%	%
General officer	12	7
Colonel	17	5
LTC/Major	16	13
Company grade/Warrant officer	8	10
E7-E9	14	14
E1-E6	11	11
Total	13	12

TABLE 22

Ratings of Fairness
of Housing Assignments

(% rating as "very fair")

(BASE)	CONUS (2,489) %	USAREUR (953) %
General officer	21	33
Colonel	22	5
LTC/Major	18	11
Company grade/Warrant officer	19	14
E7-E9	20	16
E1-E6	11	15
Total	18	16

TABLE 23

Ratings of Fairness of
Awards Policies

(% saying "very fair")

(BASE)	CONUS (2,489) %	USAREUR (953) %
General Officer	16	33
Colonel	10	5
LTC/Major	6	14
Company grade/Warrant officer	7	14
E7-E9	12	11
E1-E6	9	14
Total	8	13

TABLE 24

Satisfaction with Personnel Management

(% rating as "very good")

	Major Command or Agency		
	FORSCOM/ WESTCOM/ TRADOC	DA Staff/FOA	USAREUR
(BASE)	(1,576)	(666)	(953)
	%	%	%
Your own morale	48	47	47
Satisfaction with your job	48	47	44
The training you have received on the job, for your present job	44	38	43
Your housing situation	50	31	26
Opportunities for civilian education	27	49	26
The job training you received prior to coming to your present job	34	31	35
Conditions where you currently work	32	33	22
Opportunities for necessary military education	24	32	21
Fringe benefits such as PX, commissary, recreational facilities	32	19	21
Overall morale in your unit	21	28	18
Health care provided to you	25	23	21
Satisfaction with pay and entitlements	25	17	27
Your family's satisfaction with the Army	20	23	20
Health care provided to your dependents	15	14	21

TABLE 25

Ratings of Satisfaction
with Health Care
Provided to Dependents

(% saying "very good")

(BASE)	CONUS (2,489) %	USAREUR (953) %
General officer	36	40
Colonel	15	16
LTC/Major	13	10
Company grade/Warrant officer	11	18
E7-E9	19	23
E1-E6	20	27
Total	15	21

TABLE 26

Ratings of Satisfaction with Current Housing Situation

(% saying "very good")

(BASE)	CONUS (2,489) %	USAREUR (953) %
General officer	72	73
Colonel	53	67
LTC/Major	44	31
Company grade/Warrant officer	52	29
E7-E9	43	26
E1-E6	26	17
Total	44	26

TABLE 27

Ratings of Satisfaction
with Pay and Entitlements

(% saying "very good")

(BASE)	CONUS (2,489) %	USAREUR (953) %
General Officer	45	53
Colonel	31	33
LTC/Major	18	25
Company grade/Warrant officer	26	24
E7-E9	24	30
E1-E6	18	26
Total	22	27

TABLE 28

Ratings of Satisfaction with Fringe Benefits such as PX, Commissary, Recreational Facilities

(% saying "very good")

(BASE)	CONUS (2,489) %	USAREUR (953) %
General officer	48	29
Colonel	34	14
LTC/Major	22	14
Company grade/Warrant officer	27	23
E7-E9	28	23
E1-E6	37	17
Total	28	21

TABLE 29

Attitudes Regarding Personnel Management in the Army

(% who "agree" or "strongly agree")

	Major Command or Agency		
	FORSCOM/ WESTCOM/ TRADOC	DA Staff/FOA	USAREUR
(BASE)	(1,576)	(666)	(953)
	%	%	%
A. IMPLEMENTATION OF THE CURRENT PMS			
Since the formation of the PACs, company commanders have increased the amount of contact with their troops	25	18	21
The PACs have enabled the 1st Sergeants to have more involvement with their troops	25	20	33
It would be a good idea if clerks were authorized at the company level	81	70	77
Problems that occur in personnel management are because of the people that work in the system, not the system itself	54	50	60
Too few people who work in personnel management are well-qualified to do their jobs	49	44	50

TABLE 30

Attitudes Regarding Personnel Management in the Army

(% who "agree" or "strongly agree")

	Major Command or Agency		
	FORSCOM/ WESTCOM/ TRADOC	DA Staff/FOA	USAREUR
(BASE)	(1,576)	(666)	(953)
	%	%	%
B. CENTRALIZATION			
MILPERCEN is generally responsive to requests from the field	42	72	41
Personnel assignments should be handled through a centralized agency such as MILPERCEN	54	76	54
Commanders should be given more authority in making assignments to key positions such as Battalion Commander, Command Sergeants Major, etc.	52	48	47

TABLE 31

Attitudes Regarding Personnel Management in the Army

(% who "agree" or "strongly agree")

	Major Command or Agency		
	FORSCOM/ WESTCOM/ TRADOC	DA Staff/FOA	USAREUR
(BASE)	(1,576)	(666)	(953)
	%	%	%
C. UTILIZATION OF PERSONNEL			
My unit has sufficient qualified personnel to perform its mission	42	66	63
Turnover is hurting the morale of my unit	55	27	36
Turnover is hurting the ability of my unit to accomplish its mission	59	29	38
Too often, just when an individual learns to do the job well, that person is transferred	79	75	67
Individuals are usually assigned to the job they are trained for	56	55	54
In my unit just about everybody is working in his or her proper MOS	63	68	60
My current assignment is giving me the training I need to pass my SQT (E1-E9 only)	39	19	33
It is too easy to quit the Army these days	45	37	44

TABLE 32

Attitudes Regarding Personnel Management in the Army

(% who "agree" or "strongly agree")

	Major Command or Agency		
	FORSCOM/ WESTCOM/ TRADOC	DA Staff/FOA	USAREUR
(BASE)	(1,576)	(666)	(953)
	%	%	%
D. RESPONSIVENESS			
I was given an accurate picture of the Army life at the time I joined	44	49	39
The Army provides good career counseling and guidance	34	32	34

APPENDIX G

OPTIMAL FUNCTIONAL STRUCTURE FOR THE ARMY PERSONNEL MANAGEMENT SYSTEM

OPTIMAL FUNCTIONAL STRUCTURE FOR ARMY PERSONNEL MANAGEMENT SYSTEM

This appendix documents the optimal function structure for the Army PMS. It is only slightly different from the current functional structure of the Army PMS; certain planning and evaluation functions have been added.

The functional structure is documented on Hierarchy-Input-Process-Output (HIPO) work sheets, as explained in Chapter IV.

HIPO WORKSHEET FOR ARMY PERSONNEL MANAGEMENT SYSTEM (PMS)

Function ID: 1.0 **Function Name:** Planning

Sub-Function ID: _____ **Sub-Function Name:** _____

Input	Work Steps	Output
1. Planning issues	1. Project manpower availability, technology, and personnel trends	1. Trend projections (to 1.4)
2. Bureau of Labor Statistics	2. Project unconstrained manpower and personnel requirements	2. Long-and mid-range manpower and personnel requirements (to 1.4, 2.0)
3. Long-range operation plans	3. Develop personnel doctrine	3. Personnel doctrine (to 1.4, 5.0)
4. OSD policies	4. Prepare a Master Personnel Plan	4. Master Personnel Plan (to 4.0, 5.0)
5. Army doctrine		

HIPO WORKSHEET FOR ARMY PERSONNEL MANAGEMENT SYSTEM (PMS)

Function ID: 1.0 **Function Name:** Planning

Sub-Function ID: 1.4 **Sub-Function Name:** Prepare a Master Personnel Plan

Input

1. Personnel goals from:
   - Army Secretariat
   - CSA
2. Personnel doctrine (from 1.3)
3. Trend projections (from 1.1)
4. Long- and mid-range manpower and personnel requirement (from 1.2)

Work Steps

1. Establish PMS objectives
2. Design and admisister PMS objectives reporting system
3. Evaluate overall PMS performance
4. Prepare/revise Master Personnel Plan (1)

Output

1. PMS objectives
2. Objectives reporting system
3. PMS performance evaluation
4. Master Personnel Plan (to 4.0, 5.0)

EXTENDED DESCRIPTION FOR HIPO WORKSHEET

Function ID: 1.4

Extended Description

Notes	Ref.
(1) The Master Personnel Plan should provide managers at all levels of the PMS with an approved set of: . Concepts and doctrine . Long- and mid-range plans . Objectives This coherent, integrated and balanced document would give guidance for total force personnel management. In doing so it would define the roles, responsibilities, and authority of all PMS member organizations.	W.S. 4

Extended Description

Notes	Ref.

HIPO WORKSHEET FOR ARMY PERSONNEL MANAGEMENT SYSTEM (PMS)

Function ID: 2.0 **Function Name:** Programming

Sub-Function ID: _____ **Sub-Function Name:** _____

Input

1. Long-range manpower and personnel plans (from 1.0)
2. Long-range manpower and personnel requirements (from 1.0)
3. Programming guidance

Work Steps

1. Develop proposed manpower and personnel programs
2. Prepare manpower and personnel programs for POM submission
3. Assess manpower and personnel implications of all Program Objective Memorandum submissions

Output

1. Manpower programs (to 3.0, 4.0)
2. Personnel programs (to 3.0 5.0)

HIPO WORKSHEET FOR ARMY PERSONNEL MANAGEMENT SYSTEM (PMS)

Function ID: 3.0 **Function Name:** Budgeting

Sub-Function ID: _____ **Sub-Function Name:** _____

Input	Work Steps	Output
1. Manpower planning (from 2.0)	1. Cost out programs for manpower and personnel programs	1. Costed manpower programs for POM
2. Personnel programs (from 2.0)	2. Determine budgets for manpower and personnel activities	2. Costed personnel programs for POM

HIPO WORKSHEET FOR ARMY PERSONNEL MANAGEMENT SYSTEM (PMS)

Function ID: 4.0 **Function Name:** Execution Planning

Sub-Function ID: _____ **Sub-Function Name:** _____

Input

1. Manpower programs (from 2.0)
2. Master Personnel Plan (from 1.0)

Work Steps

1. Develop short-range manpower projections
2. Determine total force manpower authorizations
   - . Manpower authorization criteria (MACRIT)
   - . Manpower staffing standards
   - . TOEs, MTOEs, TDAs
3. Prepare active officer execution plans
4. Prepare active enlisted execution plans
5. Prepare reserve execution plans
6. Prepare civilian execution plans

Output

1. Execution plans (to 5.0)
   - . Loss projections
   - . Accession plans
   - . Promotion plans
   - . Training plans

HIPO WORKSHEET FOR ARMY PERSONNEL MANAGEMENT SYSTEM (PMS)

Function ID: 5.0 **Function Name:** Execution

Sub-Function ID: _____ **Sub-Function Name:** _____

Input

1. Federal laws and regulations
2. DOD policy
3. OSA and ASA(M&RA) policy
4. Execution plans (from 4.0)
   - . Loss projections
   - . Accession plans
   - . Promotion plans
   - . Training plans
5. Personnel programs (from 2.0)
6. Personnel doctrine (from 1.0)
7. Master Personnel Plan (from 1.0)

Work Steps

1. Procure personnel
2. Train/educate personnel
3. Distribute personnel
4. Sustain personnel
5. Separate/retire personnel

Output

1. Policy recommendations to OSA & ASA(M&RA)
2. Personnel procurement programs
3. Personnel training and education programs
4. Personnel distribution programs
5. Personnel sustainment programs
6. Personnel separation/ retirement programs

HIPO WORKSHEET FOR ARMY PERSONNEL MANAGEMENT SYSTEM (PMS)

Function ID: 5.0 **Function Name:** Execution

Sub-Function ID: 5.1 **Sub-Function Name:** Procure Personnel

Input	Work Steps	Output
1. Accession plans (from 4.0) . Officer . Enlisted 2. Procurement policy from OSA, DOD, Congress 3. OPM Regulations 4. EEO programs (from 5.4) 5. Personnel doctrine (from 1.0) 6. Master Personnel Plan (from 1.0)	1. Develop personnel procurement policies and procedures 2. Develop personnel recruiting/advertising programs . Enlistment . Reenlistment 3. Access personnel 4. Maintain a professional recruiting force	1. Personnel procurement policies and procedures 2. Marketing programs 3. Military Accessions (to 5.2, 5.3) 4. Professional recruiting force

HIPO WORKSHEET FOR ARMY PERSONNEL MANAGEMENT SYSTEM (PMS)

Function ID: 5.1 **Function Name:** Procure Personnel

Sub-Function ID: 5.1.1 **Sub-Function Name:** Develop Personnel Procurement Policies and Procedures

Input

1. Procurement policy from OSA, DOD, Congress
2. OPM regulations
3. EEO policies (5.4.1)
4. EEO programs (from 5.4.4)
5. Feedback on policies and standards (from 5.1.3)
6. Accession information (from 5.1.3)
7. Personnel doctrine
8. Master Personnel Plan (from 1.0)

Work Steps

1. Determine policies and standards for enlistment/reenlistment/matriculation/hiring/induction (1)
2. Design procedures and record-keeping systems for personnel procurement
3. Develop and administer equal employment opportunity (EEO) programs
4. Develop and administer officer pre-commissioning programs
   - . USMA
   - . ROTC
   - . OCS
   - . Professional Education
     - Uniformed Services University of the Health Services
     - Health Professions Scholarship Program
     - Health Professional Recruiting
     - JAG student
     - Etc.
5. Evaluate personnel procurement policies, procedures, and activities

Output

1. Standards for enlistment/reenlistment/matriculation/hiring/induction (to 5.1.2. 5.1.3)
2. Procurement procedures (to 5.1.3)
3. Record-keeping systems
4. EEO programs
5. Officer pre-commissioning programs
6. Recommendations concerning personnel procurement policies, procedures, and activities

EXTENDED DESCRIPTION FOR HIPO WORKSHEET

Function ID: 5.1.1

Extended Description

Notes	Ref.
(1) Policies and standards are for active military, reserve, national guard and civilians. Standards include mental, physical, moral, and administrative criteria.	W.S.1

Extended Description

Notes	Ref.

HIPO WORKSHEET FOR ARMY PERSONNEL MANAGEMENT SYSTEM (PMS)

Function ID: 5.1 **Function Name:** Procure Personnel

Sub-Function ID: 5.1.2 **Sub-Function Name:** Develop Personnel Recruiting/Advertising Programs

Input

1. Procurement policy from OSA, DOD, Congress
2. Standards for enlistment/reenlistment/matriculation/hiring/induction (from 5.1.1)
3. Accession plans (from 4.0)
4. Results of enlistment/reenlistment programs

Work Steps

1. Develop enlistment/reenlistment programs
2. Administer contracts to develop and promulgate recruiting publicity
3. Evaluate effectiveness of recruiting/advertising programs (1)

Output

1. Recruiting programs
2. Administration of advertising contracts
3. Recommendations for improving personnel recruiting/advertising programs

EXTENDED DESCRIPTION FOR HIPO WORKSHEET

Function ID: 5.1.2

Extended Description

Notes	Ref.
(1) Includes quantitative and qualitative analysis of policies, standards, objectives, and results of recruitment and reenlistment programs	

Extended Description

Notes	Ref.

HIPO WORKSHEET FOR ARMY PERSONNEL MANAGEMENT SYSTEM (PMS)

Function ID: 5.1 **Function Name:** Procure Personnel

Sub-Function ID: 5.1.3 **Sub-Function Name:** Access Personnel

Input

1. Procurement procedures (from 5.1.1)
2. Accession plans (from 4.0)
3. Standards for enlistment/ reenlistment/hiring (from 5.1.1)

Work Steps

1. Screen applicants using applicable standards
2. Monitor U.S. military enlistment processing command
3. Access/reenlist military personnel using applicable procedures
   - . USA
   - . USAR
   - . USNG
4. Hire civilians using applicable procedures

Output

1. Feedback on policies and standards (to 5.1.1)
2. Military accessions (to (5.2.2, 5.2.3, 5.3.4)
3. Civilian hires
4. Accession information (to 5.1.1, 5.1.4, 5.4.3)

HIPO WORKSHEET FOR ARMY PERSONNEL MANAGEMENT SYSTEM (PMS)

Function ID: 5.1 **Function Name:** Procure Personnel

Sub-Function ID: 5.1.4 **Sub-Function Name:** Maintain a Professional Recruiting Force

Input	Work Steps	Output
1. Qualifications for assignment to recruiting duty	1. Develop qualifications for recruiters	1. Revised qualifications for assignment to recruiting duty
2. Candidates for recruiting duty	2. Select recruiters	2. Professional recruiting force
3. Accession information (data attributable to individual recruiters (from 5.1.3)	3. Train recruiters	3. Professional staffing force
4. Performance record of staffing specialists	4. Develop qualifications for staffing specialists	4. Performance evaluations
	5. Select staffing specialists	
	6. Train staffing specialists	
	7. Evaluate performance of recruiters and staffing specialists	

HIPO WORKSHEET FOR ARMY PERSONNEL MANAGEMENT SYSTEM (PMS)

Function ID: 5.0 **Function Name:** Execution

Sub-Function ID: 5.2 **Sub-Function Name:** Train/Educate Personnel

Input

1. DCSPER and COA policy
2. Training plans (from 4.0)
3. Program priorities for training and education (from 2.0)
4. Military accessions (from 5.1)
5. Training resources
6. Current training/education programs
7. Training doctrine
8. Master Personnel Plan (from 1.0)

Work Steps

1. Develop training/education programs
   - . Officer
   - . Enlisted
   - . Civilian
2. Schedule training/education courses
3. Schedule personnel to training/education programs
4. Conduct training/education

Output

1. School catalog
2. Student assignments
3. Instructor assignments
4. Revisions to training/education programs
5. Trained/educated personnel
6. Personnel requiring further training

HIPO WORKSHEET FOR ARMY PERSONNEL MANAGEMENT SYSTEM (PMS)

Function ID: 5.2 **Function Name:** Train Personnel

Sub-Function ID: 5.2.1 **Sub-Function Name:** Develop Training/Education Programs

Input

1. MOS descriptions
2. Existing training courses
3. Skill standards
4. CSA guidance and policy on officer education
5. Feedback on training/education programs (from 5.2.4)

Work Steps

1. Develop job knowledge and skill requirements
2. Select teaching methods
3. Develop skill attainment evaluation criteria
4. Develop or revise training courses (1)
5. Develop or revise educational curriculae (2)
6. Develop policies and programs for education courses outside of Army
7. Evaluate training/education programs

Output

1. Training courses (to (5.2.4)
2. Educational curriculae (to 5.2.4)
3. Policies and programs for education courses outside of Army
4. Recommendations for improving training/education programs

EXTENDED DESCRIPTION FOR HIPO WORKSHEET

Function ID: 5.2.1.

Extended Description

Notes	Ref.
(1) Includes initial entrance training (IET), advanced individual training (AIT), Army continuing education system (ACES), etc.	W.S.4
(2) Includes Army Command and General Staff College, Army War College, Sergeants Major Academy, etc.	W.S.4

Extended Description

Notes	Ref.

HIPO WORKSHEET FOR ARMY PERSONNEL MANAGEMENT SYSTEM (PMS)

Function ID: 5.2 **Function Name:** Train Personnel

Sub-Function ID: 5.2.2 **Sub-Function Name:** Schedule Training/Education Courses

Input

1. Training plan (from 4.0)
2. Course attrition projections
3. Course application projections (1)
4. Military accessions (from 5.1.3)
5. Training resources

Work Steps

1. Determine required output of trained/educated personnel
2. Determine availability of students
3. Develop course schedule and detailed training plan

Output

1. Course schedule (2) (to 5.2.3)
2. Detailed training plan (3) (to 5.2.4)

EXTENDED DESCRIPTION FOR HIPO WORKSHEET

Function ID: 5.2.2

Extended Description

Notes	Ref.
(1) Includes foreign nationals, civilians, reserves	I.3
(2) Gives scheduled dates for specific courses	0.1
(3) Gives information on instructor allocations, school seat allocations, curriculae, etc.	0.2

Extended Description

Notes	Ref.

HIPO WORKSHEET FOR ARMY PERSONNEL MANAGEMENT SYSTEM (PMS)

Function ID: 5.2 **Function Name:** Train Personnel

Sub-Function ID: 5.2.3 **Sub-Function Name:** Schedule Personnel to Training/Education Programs

Input

1. Active Army selections/ applications
2. USAR and USNG selections/ applications
3. Civilian and foreign national selections and applications
4. Course schedule (from 5.2.2)
5. Personnel availability (from 5.4.3)
6. Military Accessions (from 5.1.3)

Work Steps

1. Determine availability of qualified personnel
2. Select personnel for education programs (1)
3. Select personnel for training courses (2)
4. Schedule accessions to initial entrance training (IET)

Output

1. Student selections (to (5.2.4)
2. Assignment orders

EXTENDED DESCRIPTION FOR HIPO WORKSHEET

Function ID: 5.2.3

Extended Description

Notes	Ref.
(1) Includes: . Command and General Staff College . Senior Service Colleges . Defense Schools - National Defense University - Defense Foreign Language Institute - Defense Information School - Defense Systems Management College - Armed Forces Staff College - Army Logistics Management School - Etc. . Civilian Universities and Colleges . Etc.	W.S.2
(2) Includes: . AIT . ACES . Officer skill development . NEO skill development . Civilian skill development . Etc.	W.S.3

Extended Description

Notes	Ref.

HIPO WORKSHEET FOR ARMY PERSONNEL MANAGEMENT SYSTEM (PMS)

Function ID: 5.2 **Function Name:** Train Personnel

Sub-Function ID: 5.2.4 **Sub-Function Name:** Conduct Training/Education

Input

1. Training Courses (from 5.2.1)
2. Educational Curriculae (from 5.2.1)
3. Detailed Training Plan (from 5.2.2)
4. Student Selections (from 5.2.3)

Work Steps

1. Conduct training courses
   - . Initial Entrance Training (IET)
   - . Advanced Individual Training (AIT)
   - . Officer and NCO skill development
   - . Civilian skill development
   - . Etc.
2. Conduct education courses
   - . CGSC
   - . AWC
   - . SGMA
   - . Service schools and NCO schools
   - . Etc.
3. Test for adequacy of individual learning
4. Recycle and/or release failures

Output

1. Trained/educated students
2. Recycled students
3. Failed students
4. Feedback evaluation on training/education programs (to 5.2.1)

HIPO WORKSHEET FOR ARMY PERSONNEL MANAGEMENT SYSTEM (PMS)

Function ID: 5.0 **Function Name:** Execution

Sub-Function ID: 5.3 **Sub-Function Name:** Distribute Personnel

Input

1. Military accessions (from 5.1)
2. DOD policy
3. DA policy
4. Personnel doctrine (from 1.0)
5. Master Personnel Plan (from 1.0)

Work Steps

1. Develop military personnel distribution policies and procedures
2. Develop civilian personnel assignment policies and procedures
3. Develop personnel policies and plans for mobilization
4. Assign personnel

Output

1. Officer assignment policies and procedures
2. Enlisted assignment policies and procedures
3. Civilian assignment policies and procedures
4. Officer assignments
5. Enlisted assignments
6. Mobilization policies and plans

HIPO WORKSHEET FOR ARMY PERSONNEL MANAGEMENT SYSTEM (PMS)

Function ID: 5.3 **Function Name:** Distribute Personnel

Sub-Function ID: 5.3.1 **Sub-Function Name:** Develop Military Personnel Distribution Policies and Procedures

Input

1. DOD policy
2. DA policy
3. Special requirements of officer specialties/ enlisted MOSs
4. Feedback on distribution policies and procedures (from 5.3.4)
5. Personnel doctrine
6. Master Personnel Plan (from 1.0)

Work Steps

1. Develop officer distribution policies (1)(2)
2. Develop enlisted distribution policies (1)(2)
3. Develop military personnel distribution procedures (2)
4. Evaluate distribution policies and procedures:
   - . Effect of manpower, budgetary, etc., factors on personnel distribution policies
   - . Effect of personnel distribution policies on morale, turbulence, etc.
5. Develop career development plans

Output

1. Officer distribution policies (to 5.3.4)
2. Enlisted distribution policies (to 5.3.4)
3. Military personnel distribution procedures (to 5.3.4)
4. Recommendations for improving distriubtion policies and procedures
5. Career plans (to 5.3.4)

EXTENDED DESCRIPTION FOR HIPO WORKSHEET

Function ID: 5.3.1

Extended Description

Notes	Ref.
(1) Policies are embodied in the Officer Personnel Management System (OPMS) and the Enlisted Personnel Management System (EPMS)	W.S.1,2
(2) Includes issues such as: . Rotation . Career planning and management . Spouse coassignment policies	W.S. 1,2,3

Extended Description

Notes	Ref.

HIPO WORKSHEET FOR ARMY PERSONNEL MANAGEMENT SYSTEM (PMS)

Function ID: 5.3 **Function Name:** Distribute Personnel

Sub-Function ID: 5.3.2 **Sub-Function Name:** Establish Civilian Personnel Assignment Policies and Procedures

Input	Work Steps	Output
1. OPM Policy and Regulations 2. CSRA 3. DOD Policy 4. DA Policy 5. Feedback on assignment policies and procedures 6. Personnel doctrine plan (1.0) 7. Master Personnel Plan (from 1.0)	1. Develop civilian assignment policies, standards and procedures (1) 2. Analyze Federal and state law affecting assignment policies and procedures 3. Administer civilianization programs 4. Evaluate civilian personnel assignment policies and procedures	1. Civilian assignment policies, standards, and procedures 2. Civilianization programs 3. Recommendations for improving assignment policies and procedures

EXTENDED DESCRIPTION FOR HIPO WORKSHEET

Function ID: 5.3.2

Extended Description

Notes	Ref.
(1) Includes such issues as . Overseas duty . Career management . Involuntary retention in war zone . Special programs - Vietnam veterans - Summer interns	W.S.1

Extended Description

Notes	Ref.

HIPO WORKSHEET FOR ARMY PERSONNEL MANAGEMENT SYSTEM (PMS)

Function ID: 5.3 **Function Name:** Distribute Personnel

Sub-Function ID: 5.3.3 **Sub-Function Name:** Develop Personnel Policies and Plans for Mobilization

Input	Work Steps	Output
1. JCS plans 2. DOD policy 3. DA policy 4. Selective Service plans and policies	1. Develop mobilization plans and procedures for active military, reserve, national guard, and civilians 2. Administer mobilization personnel processing system (MOBPERS)	1. Mobilization plans and procedures (to 5.3.4) 2. MOBPERS system 3. MOBDES Assignments

HIPO WORKSHEET FOR ARMY PERSONNEL MANAGEMENT SYSTEM (PMS)

Function ID: 5.3 **Function Name:** Distribute Personnel

Sub-Function ID: 5.3.4 **Sub-Function Name:** Assign Personnel

Input

1. Officer Distribution Policies (from 5.3.1)
2. Enlisted Distribution Policies (from 5.3.1)
3. Military Personnel Distribution Procedures (from 5.3.1)
4. Military Personnel Desires for Assignment
5. Mobilization Plans and Procedures (from 5.3.3)
6. Strength Plans (from 4.0)
7. Career plans (from 5.3.1)
8. Personnel Availability (from 5.4.3)
9. Military accessions (from 5.1.3)
10. Efficiency reports
11. Results of DA Centralized Command Selection Boards

Work Steps

1. Issue officer assignment instructions
2. Issue enlisted assignment instructions
3. Issue orders

Output

1. Officer assignment instructions
2. Enlisted assignment instructions
3. Orders (to 5.4.3)
4. Feedback on distribution policies and procedures (to 5.3.1)

HIPO WORKSHEET FOR ARMY PERSONNEL MANAGEMENT SYSTEM (PMS)

Function ID: 5.0 **Function Name:** Execution

Sub-Function ID: 5.4 **Sub-Function Name:** Sustain Personnel

Input

1. DOD Policy
2. DA Policy and Doctrine on Personnal Management and Administration
3. Current Sustainment Programs
4. Execution plans (from 4.0)
5. Personnel doctrine (from 1.0)
6. Master Personnel Plan (from 1.0)

Work Steps

1. Development sustainment policies and procedures
2. Promote personnel
3. Provide administrative services
4. Provide human resource development programs
5. Provide community-related programs

Output

1. Sustainment policies, procedures and objectives
2. EEO programs (to 5.1)

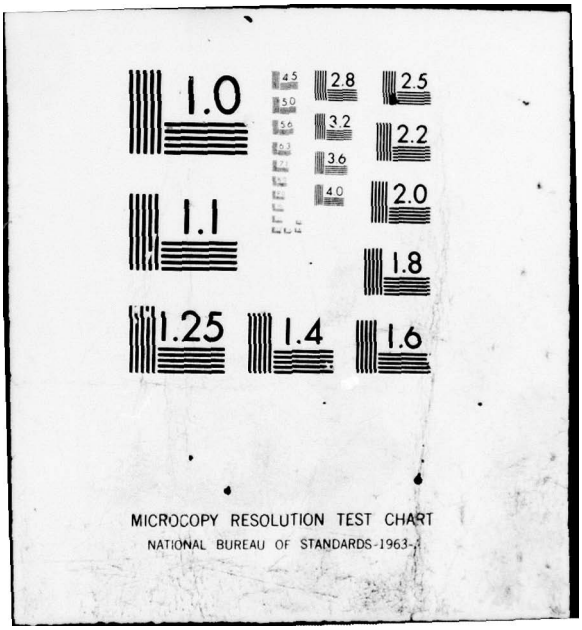
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ARMY PERSONNEL MANAGEMENT SYSTEM STUDY (PMS2). VOLUME II. APPEN--ETC(U)
NOV 79 E R BRIGHAM, G R FUNKHOUSER MDA903-79-C-0384

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HIPO WORKSHEET FOR ARMY PERSONNEL MANAGEMENT SYSTEM (PMS)

Function ID: 5.4 **Function Name:** Sustain Personnel

Sub-Function ID: 5.4.1 **Sub-Function Name:** Develop Sustainment Policies and Procedures

Input

1. DOD Policy
2. DA Policy and Doctrine on Personnel Management and Administration
3. Feedback on promotion policies and procedures (from 5.4.2)
4. Feedback on administrative support policies and procedures (from 5.4.3)
5. Feedback on human resource development policies (from 5.4.4)
6. Feedback on community-related policies (to 5.4.5)
7. Personnel doctrine
8. Master Personnel Plan (from 1.0)

Work Steps

1. Develop pay and compensation policies and procedures (1)
2. Develop administrative policies and procedures (2)
3. Develop personnel reclassification policies and procedures
4. Develop equal employment opportunity (EEO) policies
5. Develop clubs system policy
6. Develop policy for nonappropriated funds (NAF) programs
7. Develop rehabilitation programs policies
8. Develop physical disability evaluation policies
9. Develop labor and employee relations policies (3)
10. Develop job analysis and evaluation policies
11. Develop morale support programs policies
12. Develop medical programs policies
13. Develop community programs policies
14. Develop personal award policies and procedures

Output

1. Pay and compensation policies and procedures (to 5.4.3)
2. Administrative policies and procedures (to 5.4.3)
3. Personnel reclassification policies and procedures (to 5.4.3)
4. EEO Policies (to 5.1.1, 5.4.4)
5. Clubs system policies (to (5.4.3)
6. NAF programs policies (to 5.4.3)
7. Rehabilitation policies (to 5.4.4)
8. Physical disability evaluation policies (to 5.4.4)
9. Labor and employee relations policies (to 5.4.4)
10. Job analysis and evaluation policies (to 5.4.4)
11. Morale support programs policies (to 5.4.4)

HIPO WORKSHEET FOR ARMY PERSONNEL MANAGEMENT SYSTEM (PMS)

Function ID: 5.4 **Function Name:** Sustain Personnel

Sub-Function ID: 5.4.1 **Sub-Function Name:** Develop Sustainment Policies and Procedures (Continued)

Input	Work Steps	Output
	15. Develop promotion policies and procedures 16. Develop law enforcement policies 17. Develop personnel management legislation	12. Medical programs policies (to 5.4.5) 13. Community programs policies (to 5.4.5) 14. Personal award policies and procedures (to 5.4.3) 15. Promotion policies and procedures (to 5.4.2) 16. Law enforcement policies (to 5.4.5)

EXTENDED DESCRIPTION FOR HIPO WORKSHEET

Function ID: 5.4.1

Extended Description

Notes	Ref.
(1) Includes issues such as: . Basic pay for military . Civilian wage policy program . Special incentives and bonuses . Travel allowances . Housing allowances . Etc.	W.S.1
(2) Includes issues such as: . Leave . Passports . Meeting travel . Etc.	W.S.2
(3) Includes issues such as: . Unions . Incentives	W.S.9

Extended Description

Notes	Ref.

HIPO WORKSHEET FOR ARMY PERSONNEL MANAGEMENT SYSTEM (PMS)

Function ID: 5.4 **Function Name:** Sustain Personnel

Sub-Function ID: 5.4.2 **Sub-Function Name:** Promote Personnel

Input

1. Promotion plans (from 4.0)
2. Efficiency reports (from 5.4.3)
3. Advancement test results (from 5.4.3)
4. U.S. Code Title 10
5. Selection board guidance
6. Promotion policies and procedures (from 5.4.1)
7. Efficiency report appeals
8. Promotion appeals

Work Steps

1. Administer DA centralized selection boards
2. Evaluate personnel performance
3. Issue promotions
4. Adjudicate efficiency report appeals
5. Adjudicate promotion appeals

Output

1. Selection board decisions
2. Promotions
3. Adjudication of efficiency report appeals
4. Adjudication of promotion appeals
5. Feedback on promotion policies and procedures (to 5.4.1)

HIPO WORKSHEET FOR ARMY PERSONNEL MANAGEMENT SYSTEM (PMS)

Function ID: 5.4 **Function Name:** Sustain Personnel

Sub-Function ID: 5.4.3 **Sub-Function Name:** Provide Administrative Support

Input

1. Orders (from 5.3.4)
2. SIDPERS input and control data forms
3. Pay and compensation policies and procedures (from 5.4.1)
4. Administrative policies and procedures (from 5.4.1)
5. Personnel reclassification policies and procedures (from 5.4.1)
6. Reclassification requests
7. NAF program policies (from 5.4.1)
8. Clubs system policies (from 5.4.1)
9. Personal award policies and procedures (from 5.4.1)
10. Personal award nominations
11. Accession information (from 5.1.3)

Work Steps

1. Provide financial services (1)
2. Maintain personnel records (2)
3. Provide personnel information to authorized parties (3)
4. Evaluate personnel reclassification requests
5. Evaluate nominations for personal awards
6. Administer Army postal system
7. Administer travel and PCS matters
8. Administer clubs system
9. Administer Army nonappropriated funds (NAF) programs (4)
10. Administer Armed Forces professional entertainment program
11. Administer Army suggestions program
12. Administer naturalization and citizenship programs
13. Provide administrative services (5)
14. Administer casualty reporting system
15. Administer USA PDW and MIA programs

Output

1. Financial services
2. Personnel records
   - Personnel availability (to 5.2.3, 5.3.4)
   - Efficiency reports (to 5.4.2)
   - Advancement test results (to 5.4.2)
   - Etc.
3. Approved/disapproved reclassification requests
4. Approved/disapproved personal awards
5. Army Postal System
6. Travel and PCS orders
7. Clubs system
8. NAF programs
9. Armed Forces professional entertainment program
10. Army suggestions program
11. Naturalization and citizenship programs
12. Administrative services

HIPO WORKSHEET FOR ARMY PERSONNEL MANAGEMENT SYSTEM (PMS)

Function ID: 5.4 **Function Name:** Sustain Personnel

Sub-Function ID: 5.4.3 **Sub-Function Name:** Provide Administrative Support (Continued)

Input	Work Steps	Output
12. Privacy and Freedom of Information Acts		13. Casualty reporting system 14. Feedback on administrative support policies and procedures (to 5.4.1) 15. USA, POW and MIA programs (to 5.5.3)

EXTENDED DESCRIPTION FOR HIPO WORKSHEET

Function ID: 5.4.3

Extended Description

Notes	Ref.
(1) Includes: . Military pay procedures and pay, using JUMPS . Civilian pay procedures . Transportation and expenses reimbursements	W.S.1
(2) Includes the SIDPERS data for Military Personnel and hard copy records	W.S.2
(3) Includes: . Personnel histories . Efficiency reports . Statements of service . Etc.	W.S.3
(4) Includes: . Clubs and messes . Army - Air Force exchange service (AAFES) . Etc.	W.S.9
(5) Recepients of Services Include: . Interservice sports committee secretariat . Etc.	W.S.13
Also includes administration of office copies, and word processing systems.	

Extended Description

Notes	Ref.

HIPO WORKSHEET FOR ARMY PERSONNEL MANAGEMENT SYSTEM (PMS)

Function ID: 5.4 **Function Name:** Sustain Personnel

Sub-Function ID: 5.4.4 **Sub-Function Name:** Provide Human Resource Development Programs

Input

1. Requests and requirements for human resource research
2. EEO policies (from 5.4.1)
3. Rehabilitation policies (from 5.4.1)
4. Physical disability evaluation policies (from 5.4.1)
5. Labor and employee relations policies (from 5.4.1)
6. Job analysis and evaluation policies (from 5.4.1)
7. Morale support programs policies (from 5.4.1)
8. Comments on proposed or current programs
9. Physical disability appeals

Work Steps

1. Conduct human resource research (1)
2. Develop and administer equal opportunity (EO) programs (2)
3. Develop and administer rehabilitation programs (3)
4. Develop and administer physical disability evaluation system
5. Adjudicate physical disability appeals
6. Develop and administer labor and employee relations programs (4)
7. Develop and administer job analysis and evaluation programs (5)
8. Develop and administer morale support programs (6)
9. Develop and administer leadership development programs (7)
10. Develop and provide religous and spiritual programs
11. Develop and administer counseling programs (8)
12. Develop and administer career development programs (9)

Output

1. Human resource research
2. EO Programs (to 5.1.1)
3. Rehabilitation programs
4. Physical disability evaluation system
5. Adjudication of physical disability appeals
6. Labor and employee relations programs
7. Job analysis and evaluation programs
8. Morale support programs
9. Leadership development programs
10. Religous and spiritual
11. Counseling programs
12. Career development program
13. Feedback on human resource development policies (to 5.4.1)

EXTENDED DESCRIPTION FOR HIPO WORKSHEET

Function ID: 5.4.4

Extended Description

Notes	Ref.
(1) Includes: . Surveys . Studies . Analysis . R,D,T&E . Etc.	W.S.1
(2) Includes: . Race relations education . Etc.	W.S.2
(3) Includes: . Alcohol and drug abuse . Etc.	W.S.3
(4) Includes . Army incentives award program . Union issues . Etc.	W.S.6
(5) Includes: . Position classification . Personnel classification . Senior Executive Service personnel evaluation . Etc.	W.S.7
(6) Includes: . Recreation and sports . Libraries . Motion pictures . MARS	W.S.8

Extended Description

Notes	Ref.
(7) Includes: . Communications . Counseling . Human relations . Supervision	W.S.9
(8) Includes: . Family counseling . Etc.	W.S.11
(9) Includes all components of total force (military, civilian, reserve) in all career fields, e.g., operations, logistics, personnel, law, medicine, religion, administration, etc.	W.S.12

HIPO WORKSHEET FOR ARMY PERSONNEL MANAGEMENT SYSTEM (PMS)

Function ID: 5.4 **Function Name:** Sustain Personnel

Sub-Function ID: 5.4.5 **Sub-Function Name:** Provide Community-Related Programs

Input

1. Medical programs policies (from 5.4.1)
2. Community programs policies (from 5.4.1)
3. Grievances and appeals
4. Public affairs liaison
5. Law enforcement policies (from 5.4.1)
6. Comments on proposed or current programs

Work Steps

1. Develop and administer law enforcement procedures and programs (1)
2. Develop and administer medical programs (2)
3. Develop and adminster grievance and appeals system
4. Adjudicate grievances and appeals
5. Develop and administer Army Community Services (ACS) programs (3)
6. Develop and administer charity and relief programs (4)
7. Develop and administer other community-related programs (5)
8. Provide public affairs liaison
9. Develop and administer legal services

Output

1. Law enforcement procedures and programs
2. Medical programs
3. Grievance and appeals system
4. Adjudication of grievances and appeals
5. ACS programs
6. Charity and relief programs
7. Other community-related programs
8. Public affairs liaison
9. Legal services
10. Feedback on community-related policies (to 5.4.1)

EXTENDED DESCRIPTION FOR HIPO WORKSHEET

Function ID: 5.4.5

Extended Description

Notes	Ref.
(1) Includes: . Law enforcement on base . Enemy POW administration . Corrections . Security . Clemency and parole board . Etc.	W.S.1
(2) Includes: . Outpatient . Hospital . Medicare . CHAMPUS . Etc.	W.S.2
(3) Includes: . Relocation assistance . Services to handicapped . Child care . Financial planning and assistance . Etc.	W.S.5
(4) Includes: . United Services Organization . Army Emergency Relief . Red Cross . Etc.	W.S.6

Extended Description

Notes	Ref.
(5) Includes . Credit unions . Consumer representation program . Scouts . Voting assistance program . Consumer protection programs - Approval/disapproval of commercial vendors on-post	W.S.7

HIPO WORKSHEET FOR ARMY PERSONNEL MANAGEMENT SYSTEM (PMS)

Function ID: 5.0 **Function Name:** Execution

Sub-Function ID: 5.5 **Sub-Function Name:** Separate/Retire Personnel

Input	Work Steps	Output
1. OPM regulations 2. DOD regulations 3. DA regulations 4. Application for separation 5. Involuntary separation actions 6. Personnel doctrine (from 1.0) 7. Master Personnel Plan (from 1.0)	1. Establish personnel separation policies and procedures 2. Administer separations/retirements 3. Establish post-separation/retirement programs	1. Separation policies and procedures 2. Separated/retired personnel 3. Post-separation programs

HIPO WORKSHEET FOR ARMY PERSONNEL MANAGEMENT SYSTEM (PMS)

Function ID: 5.5 **Function Name:** Separate/Retire Personnel

Sub-Function ID: 5.5.1 **Sub-Function Name:** Establish Personnel Separation Policies and Procedures

Input	Work Steps	Output
1. Federal Law 2. DOD regulations 3. DA regulations 4. OPM regulations 5. Current military policies and procedures 6. Current civilian policies and procedures 7. Feedback on separation policies and procedures 8. Personnel doctrine 9. Master Personnel Plan (from 1.0)	1. Develop military retirement policies and procedures 2. Develop military separation policies and pro- 3. Develop civilian discharge policies and procedures 4. Evaluate separation policies and procedures	1. Military retirement policies and procedures (to 5.5.2) 2. Military separation policies and procedures (to 5.5.2) 3. Civilian discharge policies and procedures (to 5.2.2) 4. Recommendations for improving separation policies and procedures

HIPO WORKSHEET FOR ARMY PERSONNEL MANAGEMENT SYSTEM (PMS)

Function ID: 5.5 **Function Name:** Separate/Retire Personnel

Sub-Function ID: 5.5.2 **Sub-Function Name:** Administer Separation/Retirements

Input

1. Military retirement policies and procedures (from 5.5.1)
2. Military separation policies and procedures (from 5.5.1)
3. Civilian discharge policies and procedures (from 5.1.1)
4. Requests for retirements and separations
5. Involuntary separations and discharges
   - . Military
   - . Civilian
6. Discharge appeals

Work Steps

1. Evaluate retirement and separation requests
2. Evaluate involuntary separations and discharges
3. Issue retirement discharge orders
4. Adjudicate discharge appeals

Output

1. Retirement orders
2. Discharge orders
3. Adjudicated discharge appeals

HIPO WORKSHEET FOR ARMY PERSONNEL MANAGEMENT SYSTEM (PMS)

Function ID: 5.5 **Function Name:** Separate/Retire Personnel

Sub-Function ID: 5.5.3 **Sub-Function Name:** Establish Post-Separation/Retirement Programs

Input

1. Federal Regulations
2. DOD Regulations
3. DA Regulations
4. Missing Persons Act
5. Feedback on post-separation/retirement programs
6. Personnel doctrine (from 1.0)
7. Master Personnel Plan (from 1.0)
8. Casualty reporting system (from 5.4.3)
9. USA, POW and MIA programs (from 5.4.3)

Work Steps

1. Develop and administer post-separation/retirement programs (1)
2. Administer U.S. soldier's and airmen's home
3. Develop and administer programs for deceased personnel (2)
4. Develop and administer disposition and commemoration programs (3)
5. Evaluate post-separation/retirement programs

Output

1. Post-separation programs
2. Administrative support for U.S. soldier's and airmen's home
3. Programs for deceased personnel
4. Disposition and commemoration programs
5. Recommendations for improving post-separation/retirement programs

EXTENDED DESCRIPTION FOR HIPO WORKSHEET

Function ID: 5.3.3

Extended Description

Notes	Ref.
(1) Includes . Social security . Survivor benefits plan . Veteran's affairs . Army retired services program . Retiree services program . Servicemen's group life insurance . Etc.	W.S.1
(2) Includes . USA mortuaries . Central identification lab . Armed services grave registration office (ASGRO) (When activated) . Etc.	W.S.3
(3) Includes . Funeral support system . Memorial affairs program . Personal effects program . Post cemetaries . Etc.	W.S.4

Extended Description

Notes	Ref.

APPENDIX H

OBJECTIVES OF THE CURRENT ARMY PMS

Objectives of the Current Army PMS

TABLE OF CONTENTS

OBJECTIVES	Page
1.0 Planning Objectives	D-2
2.0 Programming Objectives	D-3
3.0 Budgeting Objectives	D-3
4.0 Execution Planning Objectives	D-4
5.0 Execution Objectives	D-4
5.1 Procurement	D-4
5.1.1 Officer	D-4
5.1.2 Enlisted	D-5
5.1.3 Civilian	D-5
5.1.4 Reserve Components	D-6
5.2 Training/Education	D-6
5.2.1 Officer	D-6
5.2.2 Enlisted	D-7
5.2.3 Civilian	D-7
5.2.4 Reserve Components	D-7
5.3 Distribution	D-8
5.3.1 Officer	D-8
5.3.2 Enlisted	D-9
5.3.3 Reserve Components	D-9
5.4 Sustainment	D-10
5.4.1 Officer	D-10
5.4.2 Enlisted	D-10
5.4.3 Human Resources	D-11
5.4.3.1 Leadership and Professionalism	D-11
5.4.3.2 Equal Opportunity/Race Relations	D-12
5.4.3.3 Personal Services and Welfare	D-12
5.4.3.3.1 Alcohol and Drugs	D-12
5.4.3.3.2 Personal Affairs	D-13
5.4.3.3.3 Health Care Services	D-13
5.4.3.3.4 Religious Activities	D-14
5.4.3.3.5 Legal Services	D-15
5.4.3.3.6 Law Enforcement and Crime Prevention	D-15
5.4.3.3.7 Other Services	D-15
5.4.4 Civilian	D-16
5.4.5 Reserve Components	D-17
5.5 Separation/Retirement	D-19

As stated in Chapter II, the objectives of the current PMS are not published in a single, current document. Rather, they exist in The Army Personnel Plan (TAPP), the Program Objective Memorandum, posture statements, current plans, and regulations. Management of the objectives of the current PMS is decentralized within ODCSPER to directors of staff elements and FOA. Other general and special staff agency heads also address the objectives within their areas of responsibility.

The objectives of the current PMS are listed in the following paragraphs under major categories corresponding to the top-level functions supporting the Army's personnel mission. The origin of each objective is coded to reflect its derivation.

Code	Origin
A - (objective # from TAPP)	TAPP FY74-79
B	SA/CSA Posture Statements 1979
C	DCSPER Posture Statement 1979
D	Interviews w/PMS Officials
E	Army POM FY81-85
F	DA Cir 690-10 (Draft revision)

1.0 PLANNING OBJECTIVES

1.1 Develop and coordinate sound Army Personnel planning related to preparation and implementation of DA and Joint Plans. Develop, review, and coordinate studies which contribute to the development of DA and Joint plans. (A-0107)

1.2 Develop, coordinate, and implement when necessary ODCSPER Emergency Plans for Emergency Operations. (A-0108)

1.3 Develop a system to improve the match between manpower authorized in authorization documents— quantity and quality (MOS and grade)—with personnel assets that can reasonably be expected to be available. (A-0302)

1.4 Develop and maintain a plan to show use of the Individual Ready Reserve (IRR) and Standby Reserve under full mobilization. (A-0500)

1.5 Develop and document DCSPER's force mobilization personnel plans, policies, and procedures, to ensure minimum turbulence and optimum use of personnel during periods of mobilization. (A-0501)

1.6 Develop plans to improve and expand the Army's automated personnel record keeping and reporting systems. (A-0400)

2.0 PROGRAMMING OBJECTIVES

2.1 Develop the annual Studies and Research Programs to ensure that individual projects are necessary; that programs are integrated, support Army goals, and make optimal use of available resources; and that sound working relationships between study agencies and ODCSPER are maintained. (A-0103)

2.2 Accurately program Army trained assets against projected requirements by integrating force structure with overhead accounts and by determining non-prior service (NPS) requirements to fill trained strength losses. (A-0300)

2.3 Analyze the effects on the Army Manpower Program of unprogrammed force structure changes and of unprogrammed personnel policy changes. (A-0301)

2.4 Ensure that Army Reserve units are located in geographical areas that have sufficient personnel and other resources to support the units. (A-0505)

2.5 Develop and maintain a program for the selection and assignment during peacetime of commissioned Reserve field grade officer personnel for augmentation positions in mobilization TDA. (Mob Aug Program) (A-0507)

3.0 BUDGETING OBJECTIVES

3.1 Ensure that information pertaining to the Army Personnel System is correctly provided to Congress. (A-0105)

3.2 Ensure that information pertaining to the Army Reserve is correctly provided to the President and Congress. (A-0504)

3.3 Ensure that military and civilian personnel and budgetary implications pertaining to Installation and Activity Consolidation, Realignment, Reduction, and Closure actions are properly evaluated and managed. (A-0106)

3.4 Provide financial management (Program, Budget, and Execution) to ensure a sufficient level of resources is determined, adequately defended, and properly administered for the Army Manpower Program. (A-0102)

4.0 EXECUTION PLANNING OBJECTIVES

4.1 Develop from approved plans the detailed guidance and procedures to effectively implement personnel management programs within budgetary constraints. (D)

4.2 Evaluate the implementation of personnel management programs to identify shortcomings in execution planning guidance. (D)

5.0 EXECUTION OBJECTIVES

5.1 PROCUREMENT

5.1.1 Officer

5.1.1.1 Procure qualified commissioned officers from long lead time sources to satisfy the need for a constant flow of accessions to meet long lead time requirements and from short lead time sources to accommodate changes in force strength requirements. (A-1000)

5.1.1.2 Distribute officers from USMA, ROTC, OCS, direct commission and recall sources to OPD branches giving consideration to branch strength requirements, year-group distribution, and RA content. (A-1001)

5.1.1.3 Provide quality legal services within the Army by obtaining sufficient commissioned JAGC officers and legal administrative technicians (warrant officers) to meet annual procurement objectives and retention requirement. (A-1002)

5.1.1.4 Procure sufficient health professionals to meet the requirements of the Army. (A-1004)

5.1.1.5 Procure and manage chaplains through a program tailored to meet the needs of the Army and the ecclesiastical requirements of American religious denominations. (A-1003)

5.1.1.6 Procure qualified warrant officers to meet technical requirements. (A-1005)

5.1.2 Enlisted

5.1.2.1 Procure sufficient personnel to meet the peacetime manpower requirements of the Army. (C)

5.1.2.2 Maximize procurement of personnel who possess a civilian acquired skill or an academic background which meets Army skill requirements. (A-2001)

5.1.2.3 Process personnel into the Army in an orderly, dignified manner, inducing a favorable attitude toward Army service. (A-2002)

5.1.2.4 Reenlist soldiers for varying periods of time to meet qualitative and quantitative requirements. (A-2003)

5.1.2.5 Increase the career content of the enlisted force from 46 percent to 48 percent. (B & E)

5.1.2.6 Retain until ETS personnel whose productiveness can be improved to an acceptable level through sound leadership and additional training. (B)

5.1.2.7 Provide for payment of special pay to induce the level of reenlistment needed to attain and maintain a supply of necessary skills in the career force. (A-2004)

5.1.3 Civilian

5.1.3.1 Recruit and retain a qualified civilian workforce with special emphasis on improved qualification assessment and timely replacements. (F)

5.1.3.2 Meet continuing personnel needs in key civilian occupations with the highest quality employees. Operate career management programs in career fields that will attract, develop, and retain qualified careerists. (A-4100)

5.1.3.3 Minimize civilian personnel turbulence and the loss of valued employees due to reorganizations and reductions in force. (A-4101)

5.1.3.4 Fill civilian vacancies in a timely manner. (A-4102)

5.1.4 Reserve Components

5.1.4.1 Procure and retain sufficient numbers of qualified officers and warrant officers to meet the immediate strength needs of the several States and provide the greatest possible base from which to sustain a career officer force capable of fully meeting the Army's requirements for mobilization. (A-7000)

5.1.4.2 Procure and maintain an officer corps for all elements of the USAR capable of fully meeting the Army's requirements for mobilization. (A-7001)

5.1.4.3 Procure through direct appointment maximum number of officer personnel who possess a civilian-acquired skill/academic background which meets Army skill requirements. (A-7002)

5.1.4.4 Procure and retain sufficient numbers of quality personnel to meet the immediate strength needs of the several states and provide the greatest possible base from which to sustain a career force. (A-8000)

5.1.4.5 Recruit and retain in units of the selected reserve and in the IRR sufficient personnel to satisfy the mobilization requirements of the Army. (C)

5.1.4.6 Provide maximum support to Army Guard/Reserve in the recruitment of prior-service personnel. (A-8002)

5.2 TRAINING/EDUCATION

5.2.1 Officer

5.2.1.1 Develop a sufficient number of qualified officers to fill key billets within and outside DA. (A-1100)

5.2.1.2 Support Army mission requirements by educating and training the Officer Personnel Division (OPD) officer corps in an efficient and economic manner. (A-1101)

5.2.1.3 Provide professional educational development for the officer corps in a manner which supports the Officer Personnel Management System (OPMS). (A-1103)

5.2.1.4 Maintain an updated inventory of Service Schools MOS producing courses that provide training in skills and knowledge to meet current and future personnel requirements. (A-1104)

5.2.1.5 Provide flight training for officers to qualify them to perform the tasks associated with an aeronautical rating. (A-1105)

5.2.1.6 Qualify warrant officer personnel by providing sufficient technical and managerial training in their specialty. (A-1106)

5.2.2 Enlisted

5.2.2.1 Provide Army Training Center (ATC) structure sufficient to satisfy the Army's Basic and Advanced Individual Training requirements. (A-2100)

5.2.2.2 Improve the noncommissioned officer qualification through a Professional Education System. (A-2101)

5.2.3 Civilian

5.2.3.1 Establish and maintain a program for the development of present and future Army civilian executives which is responsive to OMB and OPM guidance on this subject. (A-4300)

5.2.4 Reserve Components

5.2.4.1 Develop professional officers with the proper qualifications and motivations to meet the requirements of both the individual and the Army National Guard. (A-7100)

5.2.4.2 Develop and implement a program to ensure all USAR officers are provided an opportunity for proper schooling at the appropriate time in their career to qualify them for positions of responsibility and to satisfy educational requirements for promotion to these positions. (A-7101)

5.2.4.3 Develop and maintain a means of providing on-the-job MOS training with the active Army for ROTC graduates who have served less than one year of active duty in their branch/MOS and are not members of troop program units. (A-7102)

5.2.4.4 Expand Flight Training Program for non-unit USAR aviators to attain maximum number of authorized aviators. (A-7103)

5.2.4.5 Manage a program for the selection and training during peacetime of Reserve officer and enlisted personnel for designated positions in mobilization TDA. (A-0502)

5.2.4.6 Obtain sufficient training spaces in the Army Training Base to support the requirements of the Army National Guard. (A-8100)

5.2.4.7 Obtain sufficient training spaces in the Army Training Base to support the requirements of the USAR. (A-8101)

5.3 DISTRIBUTION

5.3.1 Officer

5.3.1.1 Develop a management system that provides probable future officer requirements with quality, quantity, and experience. (Defense Officer Personnel Management System (DOPMS)). (A-1200)

5.3.1.2 Implement fully the Officer Personnel Management System (OPMS). (A-1201)

5.3.1.3 Discipline the officer personnel management system to ensure that officers are managed in accordance with Army needs, the officers' needs, and the officers' desires. (A-1202)

5.3.1.4 Distribute equitably officer quality. (A-1203)

5.3.1.5 Ensure the quantitative and qualitative distribution of officers in accordance with established priorities. (A-1204)

5.3.1.6 Ensure that the total number of commissioned and warrant officers and by-grade distribution meet the Army's needs while providing for a viable promotion flow to each grade and minimize use of involuntary gain/loss programs. (A-1205)

5.3.1.7 Provide for the maximum stabilization of officers. (A-1206)

5.3.2 Enlisted

5.3.2.1 Determine long-range requirements for soldier grades on the basis of desired career force size and content, retention requirements, a visible grade progression pattern, and established tenures for each grade. (A-2200)

5.3.2.2 Develop personnel management and professional development procedures to ensure that maximum use is made of the enlisted soldier's experience, training, and education. (A-2201)

5.3.2.3 Develop improved assignment procedures for enlisted personnel. (A-2202)

5.3.2.4 Optimize the use of women in the Army Enlisted Force. (A-2203)

5.3.2.5 Maintain maximum stability in career management field personnel assignments while maintaining reasonable equity in the distribution of foreign duty assignments. (A-2204)

5.3.3 Reserve Components

5.3.3.1 Provide the best qualified Army National Guard officers in the numbers required to fill authorized statutory tour and STEADFAST tour positions. (A-7201)

5.3.3.2 Provide the best qualified Reservists in the numbers required to fill authorized statutory tour positions under the provisions of Title 10, U.S. Code, Sections 265 and 3033 (h). (A-7202)

5.3.3.3 Provide an active duty for training program which will enhance professionalism of selected Army Reservists and provide Reserve expertise to Active Army elements or units in support of the Army Reserve mission. (A-7203)

5.3.3.4 Increase the utilization of women in Army Reserve units. (A-7204)

5.3.3.5 Develop and implement an increased mutual support program to stimulate greater Army Reserve Component unit participation by members in all aspects of the medical fields, especially Medical Corps and Army Nurse Corps. (A-7205)

5.4 SUSTAINMENT

5.4.1 Officer

5.4.1.1 Manage the Officer Evaluation System. (A-1209)

5.4.1.2 Optimize the use of female officers in the Army considering the needs of the female officer and giving proper consideration to constitutional rights of women consistent with the needs of the Service. (A-1211)

5.4.1.3 Improve the system of managed tenure for warrant officers. (A-1212)

5.4.1.4 Operate and manage the Army Officer and Warrant Officer Military Occupational Specialty (MOS) system to establish standard grade authorization (SGA) and accurate descriptions of positions/skill requirements. (A-1213)

5.4.2 Enlisted

5.4.2.1 Through a program of intensive management provide the environment necessary to keep personnel motivated, to provide professionalism in soldier support functions and simultaneously retain viable personnel management assets to the Army. (A-2205)

5.4.2.2 Operate and manage the Army Enlisted Military Occupational Specialty (MOS) system to establish standard grade authorization (SGA) and accurate descriptions of positions/personnel skill requirements. (A-2206)

5.4.2.3 Establish and maintain an efficient and effective system of personnel evaluations. (A-2211)

5.4.2.4 Establish and maintain a visible, competitive, and progressive promotion system. (A-2212)

5.4.2.5 Establish and maintain a system to coordinate/manage military personnel selection and classification test programs - other than MOS test. (A-2213)

5.4.2.6 Provide a special pay to increase both professionalism on the job and job knowledge. (A-2214)

5.4.2.7 Identify and continually evaluate the factors which contribute to MOS mismatch; manage the achievement of related objectives to expedite actions which will reduce MOS mismatch or impact on MOS balance. (A-2215)

5.4.2.8 Reduce the number of Enlisted MOS which display such critical shortage of rotation base imbalance characteristics as to adversely impact upon unit readiness in overseas commands. (A-2217)

5.4.3 Human Resources

5.4.3.1 Leadership and Professionalism

5.4.3.1.1 Provide sufficient quality of life programs to establish acceptable standards of living and to relieve the economic burden on junior enlisted soldiers and their families. (B)

5.4.3.1.2 Maintain favorable discipline indicators in such areas as AWOL and desertion, serious crime and courts-martial rates and numbers of less than honorable separations. (B)

5.4.3.1.3 Develop and implement a system that ensures the incorporation of motivational development and leadership concepts and principles which are applicable to the Army. (A-3000)

5.4.3.1.4 Develop a system which assures that effective educational opportunities are available, adequate, and responsive to individual needs and the needs of the Army. (A-3001)

5.4.3.1.5 Provide through the Army Continuing Educational System meaningful and attainable educational opportunities for Army personnel. (A-3002)

5.4.3.2 Equal Opportunity/Race Relations

5.4.3.2.1 Provide equality of opportunity for all servicemen and women and eliminate discriminatory practices against military personnel and their dependents. (A-3101)

5.4.3.2.2 Provide an educational program in Race Relations which will maintain the highest degree of organization and combat readiness through the creation of harmonious relations among all military personnel. (A-3102)

5.4.3.2.3 Develop and maintain racial harmony in the Army. (A-3103)

5.4.3.3 Personal Services and Welfare

5.4.3.3.1 Alcohol and Drug Abuse

- Prevent/control alcohol and other drug abuse. (D)
- Identify alcohol and other drug abusers as early as possible. (D)
- Restore both military and civilian employee alcohol and other drug abusers to effective duty, or identify rehabilitation failures for separation from government service/employment. (D)

Provide for program evaluation, studies, and research pertaining to alcohol/drug use and abuse as appropriate. (D)

Improve program effectiveness in support of combat readiness by:

- Providing an Alcohol and Drug Abuse Prevention and Control Program (ADAPCP) which will support, and be supported by, the Army Personnel Management System.
- Increasing awareness and credibility of the ADAPCP.
- Integrating the ADAPCP into concept of the Human Resources Management System.
- Improving the civilian aspect of the ADAPCP.
- Enhancing law enforcement measures to support the ADAPCP and providing for appropriate interface between all anti-drug/alcohol efforts. (D)

5.4.3.3.2 Personal Affairs

. Provide complete survival assistance to Next of Kin (NOK) of retired, deceased servicemen. (A-3300)

. Develop and implement an aggressive program to benefit Army members and dependents in personal commercial affairs and consumer protection (PCA/CP). (A-3301)

5.4.3.3.3 Health Care Services

. Improve the ability of the Army Medical Department to provide quality health care to the Army community. (B)

Assist in developing and coordinating for the military community a comprehensive health information program to promote healthful living practices and

provide for prevention and early recognition of disease and chronic conditions. (A-3400)

- Establish policies and program for the control of diseases of public health importance to reduce the threat to military personnel and operations worldwide. (A-3404)

- Determine diseases occurring within the hospital environment in order to establish policies for their identification and prevention. (A-3408)

- Prevent hearing loss from hazardous noise levels. (A-3412)

- Establish and monitor nutrition standards and means of achieving standards to ensure the maintenance of the nutritional health of military personnel. (A-3413)

5.4.3.3.4 Religious Activities

- Provide every soldier with essential religious services. (A-3500)

- Provide a variety of traditional and contemporary worship opportunities on each military installation. (A-3501)

- Provide a full range of religious education opportunities for soldiers and their dependents. (A-3502)

- Improve the quality of pastoral care offered to soldiers and their dependents. (A-3503)

- Provide for the personal growth of soldiers through value education programs. (A-3504)

- Improve the management and coordination of religious programs at installation level. (A-3505)

- Develop and encourage a chaplain program of involvement in command/community social concerns which testifies to the spiritual and moral dimensions of living and sustains and enriches family life. (A-3506)

5.4.3.3.5 Legal Services

- Improve and expand Legal Assistance Program. (A-3600)

5.4.3.3.6 Law Enforcement and Crime Prevention

- Expand crime prevention program to assist commanders in identification and control of conditions conducive to crime and assist in eliminating or reducing such conditions. (A-3700)

- Reduce crime on military installations through aggressive interfacing of personnel, programs, and resources in coordination with other local, state, and Federal law enforcement activities. (A-3701)

- Develop and monitor programs and policies that contribute to a reduction of indiscipline in the Army. (A-3702)

- Return to military duty the maximum possible number of military prisoners whose sentences do not include punitive discharges and expeditiously release from the Army those who will not respond, or are incapable of responding, to Army correctional treatment, training, or discipline. (A-3703)

- Develop physical security guidance to provide commanders with practical, cost effective means to reduce and eliminate losses. (A-3704)

5.4.3.3.7 Other Services

- Develop personnel support policies which will improve the morale and welfare of soldiers and their dependents. (A-3800)

- Develop policies designed to improve pay and allowances for soldiers. (A-3801)

- Provide quality education through the DOD dependent school system at all levels, including special education, for eligible dependents of DOD military and civilian personnel stationed in appropriate overseas areas. (A-3802)

- Provide policy guidance for leisure activities programs which meet the needs and preference of the maximum number of military personnel and their dependents. (A-3803)

- Increase support service to soldiers and the Army. (A-3804)

- Improve administrative procedures to provide personnel administration support to military personnel in the most effective, efficient, and economical manner. (A-3805)

- Improve the Field Military Personnel System. (A-3806)

- Reduce and keep to a minimum accidental manpower and monetary losses. (A-3807)

5.4.4 Civilian

5.4.4.1 Implement provisions of the Civil Service Reform Act. (F)

5.4.4.2 Develop a highly motivated and productive workforce directed toward maximum individual and organizational effectiveness. (F)

5.4.4.3 Minimize costs through sound organizational and position structuring, accurate grade evaluation, and cost-saving suggestions. (F)

5.4.4.4 Improve the representation of minorities and women through affirmative recruitment, placement, and development. (F)

5.4.4.5	Provide accurate job classification and pay for all Army civilian employees. (A-4200)
5.4.4.6	Control unwarranted grade escalation of civilian positions in the general schedule. (A-4201)
5.4.4.7	Promote constructive management/employee relations through effective communication with employees and unions and recognition of individual achievement. (F)
5.4.4.8	Maintain an Army Suggestion Program which will encourage civilian and military personnel to participate in improving the efficiency and economy of Army operations. (A-4402)
5.4.4.9	Provide managers and supervisors of nonappropriated fund employees with the same quality of personnel management support now provided to managers of appropriated fund employees. (A-4900)
5.4.4.10	Support the Federal Government's Social Objectives through a balanced use of Special Employment Programs. (A-5100)
5.4.4.11	Attain adequate representation of minority personnel at all civilian grade levels, based upon their availability in specific labor market areas appropriate for the occupation. (A-5200)
5.4.4.12	Broaden the representation of women in occupational fields where they are underrepresented and increase their representation at higher grade levels. (A-5201)
5.4.4.13	Provide training and education programs designed to afford opportunity for lower level employees (including minorities and women) to advance to the highest levels they are capable and desirous of attaining. (A-5202)
5.4.5	Reserve Components
5.4.5.1	Provide quality career management to Dual Component personnel to assist in their progression in their reserve status to ensure

that they are properly prepared for utilization as commissioned or warrant officers in the event of mobilization. (A-7206)

5.4.5.2 Develop a career management program to assist in the procurement, training and education, and utilization and retirement of USAR officers. (A-7207)

5.4.5.3 Ensure that the officer promotion system supports the needs of the Army, provides for a credible career progression and a viable officer corps. (A-7208)

5.4.5.4 Improve personnel support for Army Medical Department (AMEDD) Army Guard/Reserve personnel through Office of the Surgeon General (OTSG) Reserve Components programs and related activities. (A-7209)

5.4.5.5 Enhance minority participation in the Army Reserve. (A-9100)

5.4.5.6 Promote the principle of equal opportunity for each individual in the Army National Guard to eliminate potential of discriminatory practices which might hinder organizational readiness. (A-9101)

5.4.5.7 Encourage Chaplain involvement in Army Guard/Reserve programs which will testify to the spiritual and moral dimensions of life and to the value of the individual. (A-9200)

5.4.5.8 Improve administrative procedures to provide timely and accurate personnel administration support and strength reporting for the Army National Guard in the most effective, efficient, and economical manner. (A-9201)

5.4.5.9 Develop and implement policies for disposition of Army Guard/Reserve personnel who are unsatisfactory participants in Inactive Duty Training. (A-8200)

5.4.5.10 Complete implementation of the Enlisted Personnel Management System for the Reserve Components (EPMS-RC). (A-8201)

5.4.5.11 Determine long-range requirements for personnel in each grade and provide necessary personnel management tools to each state's adjutant general so that he may achieve the desired enlisted structure. (A-8202)

5.4.5.12 Determine long-range requirements for enlisted grades on the basis of enlisted objective force size and provide for an effective enlisted personnel management system to support the requirements of the USAR. (A-8203)

5.4.5.13 Implement a career management program that will enhance progressive development and an equitable timely advancement for all USAR enlisted personnel. (A-8204)

5.4.5.14 Increase the utilization of women in the Army Reserve enlisted force. (A-8205)

5.4.5.15 Maintain an efficient and effective system of personnel evaluations responsive to the needs and requirements of the USAR. (A-8206)

5.4.5.16 Promote mobilization planning and effectiveness through improved administration of *individual Ready, Standby,* Retired Reserve, and dual component personnel. (D)

5.4.5.17 Ensure that the enlisted promotion system supports the needs of the Army, provides for a credible career progression and a viable non-commissioned officer corps. (A-8207)

5.5 SEPARATION/RETIREMENT

5.5.1 Develop and review policies pertaining to officer separation, discharge, resignation, and retirement. (A-1300)

5.5.2 Determine early release and quantitative involuntary release requirements. (A-1301)

5.5.3 Manage enlisted separations and retirements to meet Army needs and standards. (A-2300)

5.5.4 Develop and review policies pertaining to Army National Guard officer separation, discharge, resignation, and retirement. (A-7300)

5.5.5 Develop and review policies pertaining to USAR officer separation, discharge, resignation, and retirement. (A-7301)

5.5.6 Develop, implement, and maintain procedures for correcting separation documents (DD 214) in the most economical, efficient manner consistent with providing maximum assistance to the veteran, retiree, or service member. (A-8300)

5.5.7 Manage the computer retirement credits data bank system for maintaining a complete record of service creditable for retirement purposes under Title 10 U.S.C., Sections 1331-1337 on all RCPAC Reserve Control Group members. (A-8301)

5.5.8 Implement a standard automated personnel administrative support system for Reserve Components (SIDPERS-RC). (A-0503)

APPENDIX J

PERSONNEL INTERVIEWED

PERSONNEL INTERVIEWED

Hon. W.B. LaBerge, Under Secretary of the Army, DA

Hon. D.C. Hardison, Deputy Under Secretary of the Army (Operations Research), DA

Hon. R.L. Nelson, Assistant Secretary of the Army (Manpower and Reserve Affairs), DA

Dr. S. Dueitt, Deputy for Human Systems and Resources, ASA (M&RA), Office of the Secretary of the Army Manpower and Reserve Affairs, DA

Mr. F. Newman, Director, Civilian Personnel Directorate, Office of the Deputy Chief of Staff for Personnel, DA

Mr. W.M. Frailey, Chief, Civilian Personnel Center, Alexandria, VA

Mr. W. Fraim, Office Civilian Personnel, Office of the Deputy Chief of Staff for Personnel, DA

Mr. W.R. Frank, Deputy Civilian Personnel Director, Headquarters, U.S. Army Europe and Seventh Army

Mr. J.E. Galbraith, Director of Civilian Personnel, VII Corps, U.S. Army Europe

Mrs. H. Gouin, Leadership and Motivation Division, Office Deputy Chief for Personnel, DA

Mr. H. Hoffman, Office Civilian Personnel, Office of the Deputy Chief of Staff for Personnel, DA

Mr. W.N. Howell, Director of Civilian Personnel, Headquarters, Training and Doctrine Command, Ft. Monroe, VA

Mr. W. Polte, Civilian Personnel Officer, 3d Infantry Division, U.S. Army Europe

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LTG S.B. Berry, Commander, V Corps, U.S. Army Europe

LTG W.B. Caldwell, III, Commander, Fifth U.S. Army, Ft. Sam Houston, TX

LTG E.P. Forrester, Commander, Sixth U.S. Army, Persidio of San Francisco, CA

LTG M.D. Fuller, Commander, III Corps and Ft. Hood, TX

LTG J.G. Kalergis (Ret.), Alexandria, VA

LTG D.R. Keith, Deputy Chief of Staff for Research, Development and Acquisition, DA

LTG J.W. Morris, Chief of Engineers, DA

LTG J.G. Smith, Commander, First U.S. Army, Ft. George G. Meade, MD

LTG R.G. Trefry, The Inspector General, DA

LTG R.J. West, Comptroller of the Army, DA

LTG R.G. Yerks, Deputy Chief of Staff for Personnel, DA

MG R.L. Bergquist, Deputy Commander for Resource Management, Headquarters, U.S. Army Materiel Readiness and Development Command, Alexandria, VA

MG J.G. Boatner, Director of Military Personnel Management, Office of the Deputy Chief of Staff for Personnel, DA

MG V.J. Castellano, Chief of Staff to the Governor/ Division of Military and Naval Affairs, New York National Guard

MG C.P. Graham, Commander, 2d Armored Division, Ft. Hood, TX

MG T.U. Greer, Director of Management, Office of the Director, Army Staff, DA

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MG L.M. Jones, Jr., Commander, U.S. Army Reserve Readiness Region III, and Deputy Commander First U.S. Army, Ft. George G. Meade, MD

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MSG R.R. Miller, Headquarters First U.S. Army, Ft. George G. Meade, MD

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SSG G.E. Hanson, Sr., HHB, First Battalion, 77th Field Artillery, ICD, Ft. Hood, TX

SSG R.D. Williams, XIII Corps Support Command, Ft. Hood, TX

SP/5 J. Pruett, XIII Corps Support Command, Ft. Hood, TX

SP/5 R. Sherwood, XIII Corps Support Command, Ft. Hood, TX

In addition to the interviews above, a qualitative study of perceptions of the U.S. Army Personnel Management System was completed in July 1979. A total of 28 group depth interviews and individual depth interviews were conducted, involving 104 personnel representing FORSCOM and TRADOC posts, DA Staff and Reserve components.

APPENDIX K
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BIBLIOGRAPHY

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APPENDIX L

GLOSSARY & DEFINITIONS

APPENDIX L
GLOSSARY AND DEFINITIONS

AAFES	Army-Air Force Exchange Service
ABCMR	Army Board for Correction of Military Records
ACES	Army Continuing Education System
ACSAC	Assistant Chief of Staff for Automation and Communication
ADAPCP	Alcohol and Drug Abuse Prevention and Control Programs
ADP	Automated Data Processing
ADMINCEN	Administration Center
AFEES	Armed Forces Examining and Entrance Stations
AIT	Advanced Individual Training
AMEDD	Army Medical Department
ANG	Army National Guard
APC	Army Personnel Command
AR	Army Regulation
ARCOM	Army Reserve Command
ARI	Army Research Institute for the Behavioral and Social Sciences
ASA(M&RA)	Assist Secretary of the Army for Manpower and Reserve Affairs
ASGRO	Armed Services Graves Registration Office
ATC	Army Training Center
AWC	Army War College
CABL	Company Administration at the Battalion Level
CAR	Chief Army Reserve
CARA	U.S. Army Civilian Appellate Review Agency

CCH	Chief of Chaplains
CG	Commanding General
CIVPERCEN	U.S. Army Civilian Personnel Center
CNGB	Chief National Guard Bureau
COA	Comptroller of the Army
COE	Chief of Engineers
CONUS	Continental United States
CPO	Civilian Personnel Office
CSA	Chief of Staff Army
CSR	Chief of Staff Regulation
CSRA	Civil Service Reform Act
DA	Department of the Army
DARCOM	U.S. Army Material Development and Readiness Command
DAS	Director of the Army Staff
DCG	Deputy Commanding General
DCSLOG	Deputy Chief of Staff for Logistics
DCSOPS	Deputy Chief of Staff for Operations and Plans
DCSPER	Deputy Chief of Staff for Personnel
DCSPER-MP	Deputy Chief of Staff for Personnel, Personnel Management
DCSPER-PPB	Deputy Chief of Staff for Personnel, Plans, Programs and Budget
DCP	Director Civilian Personnel
DEP	Delayed Entry Program
DHRD	Director of Human Resources Development

DMPB	Director Manpower Plans and Budget
DMPM	Director of Military Personnel Management
DOD	Department of Defense
DOPMS	Defense Officer Personnel Management System
DPPB	Director of Plans, Programs and Budget
EEO	Equal Employment Opportunity
EER	Enlisted Evaluation Reports
EMF	Enlisted Master File
EPMS	Enlisted Personnel Management System
FAS	Force Accounting Structure
FOA	Field Operating Agency/Agencies
FORSCOM	U.S. Army Forces Command
HIPO	Hierarchy-Input-Process-Output
HQ	Headquarters
HRD	Human Resources Development
IET	Initial Entry Training
IRR	Individual Ready Reserve
JAG	Judge Advocate General
JCS	Joint Chiefs of Staff
JUMPS	Joint Uniform Military Pay System
MACOM	Major Command
MEPCOM	Military Enlistment Processing Command
MILPERCEN	U.S. Army Military Personnel Center
MOBDES	Mobilization Designee
MOBPERS	Mobilization Personnel Processing System

MRBA	U.S. Army Military Review Boards Agency
MTOE	Modified Table of Equipment
NAF	Non-Appropriated Fund
NCO	Noncommissioned Officer
NGB	National Guard Bureau
NGR	National Guard Regulation
NOK	Next of Kin
OASD	Office Assistant Secretary of Defense
OCS	Officer Candidate School
ODCSPER	Office Deputy Chief of Staff for Personnel
OJT	On-the-job Training
OMF	Officer Master File
OMPF	Official Military Personnel Files
OPD	Officer Personnel Division
OPM	Office Personnel Management
OPMS	Officer Personnel Management System
OPO	Office of Personnel Operations
OSA	Office of the Secretary of the Army
PAC	Personnel Administration Center
PERCOP	Personnel Community Project
PERSCOM	Personnel Command
PMAC	Personnel Management Action Committee
PMS	Personnel Management System
PMS_2	Personnel Management System Study
POM	Program Objectives Memorandum

POW	Prisoner of War
PPB	Planning, Programming and Budgeting
PW	Prisoner of War
RCPAC	U.S. Army Reserve Components Personnel and Administration Center
REP	Reserve Enlistment Program
RIF	Reduction in Force
ROTC	Reserve Officers Training Corps
SA	Secretary of the Army
SAG	Study Advisory Group
SAUS	Under Secretary of the Army
SGMA	Sergeants Major Academy
SIDPERS	Standard Installation/Division Personnel System
SQT	Skill Qualification Test
TAG	The Adjutant General
TAGCEN	The Adjutant General Center
TAGO	The Adjutant General Office
TAPP	The Army Personnel Plan
TDA	Table of Distribution and Allowances
TIG	The Inspector General
TJAG	The Judge Advocate General
TRADOC	U.S. Army Training and Doctrine Command
TSG	The Surgeon General
USACSC	U.S. Army Computer Systems Command
USAFAC	U.S. Army Finance and Accounting Center
USAF	United States Air Force

USAPDA	U.S. Army Physical Disability Agency
USAR	U.S. Army Reserve
USAREC	U.S. Army Recruiting Command
USMA	United States Military Academy
U.S.C.	United States Code
VCSA	Vice Chief of Staff Army

APPENDIX M

ATTENDEES AT SENIOR LEVEL OFFICER ACTION PLANNING CONFERENCE 27-28 AUGUST 1979

APPENDIX M

PERSONNEL MANAGEMENT SYSTEM STUDY (PMS_2)

SENIOR OFFICER ACTION PLANNING CONFERENCE

27-28 AUGUST 1979

Attendees

LTG Robert G. Yerks, Deputy Chief of Staff for Personnel, HQDA
MG Walter F. Ulmer, Director, Human Resources Development, ODCSPER, HQDA
Mr. Warren G. Pope, Vice President, Booz-Allen
Dr. Sue Dueitt, Deputy for Human Systems and Resources, OASA(M&RA)
Mr. John F. Wallace, Deputy for Management Systems, OASA(IL&FM)
MG James G. Boatner, Director, Military Personnel Management, ODCSPER, HQDA
MG Hugh J. Clausen, The Assistant Judge Advocate General, OTJAG
MG Charles K. Heiden, Commander, US Army Military Personnel Center
CH(MG) Kermit D. Johnson, Chief of Chaplains
MG Phillip Kaplan, Commander, 1st Infantry Division
MG Homer S. Long, Director, Manpower, Plans and Budget, ODCSPER, HQDA
MG E. Mendez, Deputy Surgeon General, OTSG
MG James C. Pennington, The Adjutant General
MG Maxwell R. Thurman, Director, Program Evaluation and Analysis, OCSA
MG R. Dean Tice, Deputy Assistant Secretary (Military Personnel Policy), OASD(MRA&L)
Mr. Frederic Newman, Acting Director, Civilian Personnel, ODCSPER, HQDA
BG Donald W. Connelly, Deputy Commander, US Army Recruiting Command
BG(P) William H. Fitts, Deputy Chief of Staff for Personnel, Headquarters, US Army Forces Command
BG William H. Schneider, Director, Personnel, Training and Force Development, Headquarters, US Army Development and Readiness Command
BG Herbert R. Temple, Jr., Deputy Director, Army National Guard
BG(P) Carl Vuono, Deputy Chief of Staff for Combat Development, Headquarters, US Army Training and Doctrine Command
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COL Robert B. Adams, Assistant Comptroller for Resource Policy and Financial Planning, OCOA
COL Frank Bettinger, Chief, Personnel Systems Division, ODCSPER, TRADOC
COL Melville A. Drisko, Chief, Leadership Division, Human Resources Development, ODCSPER, HQDA
COL William L. Hauser, Commander, US Army Research Institute
COL N. J. McDonald, Director of Personnel, OTSG
COL Thomas P. McHugh, Chief, Army Management Division, OCSA
COL Richard S. Seeberg, Chief, Functional Systems Division, OASCAC
COL Walter Troeschel, Special Advisor to Chief, Army Reserve
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Mr. Erwin Brigham, Project Manager (PMS_2), Booz-Allen
Mr. Hugh Oliver, Project Officer, Booz-Allen
Mr. Herman Miller, Project Officer, Booz-Allen
Mr. Bruce Montgomery, Analyst, Booz-Allen

APPENDIX N

PRESENTATION BY TJAG DURING THE
SENIOR OFFICER LEVEL ACTION PLANNING CONFERENCE
27-28 AUGUST 1979

APPENDIX N

PRESENTATION BY TJAG DURING THE SENIOR OFFICER LEVEL ACTION PLANNING CONFERENCE, 27-28 AUGUST 1979

Reasons presented for retaining personnel in the professional branches.

- Reassigning procurement, distribution, career sustainment, and separation/retirement functions from the special branches fragments the overall branch functions
- Legal and regulatory branch responsibilities militate against transfer of personnel functions from CCH, TJAG, and TSG
- Consolidation is not necessary since the functions currently are being executed in an efficient and effective manner.

Reasons for considering consolidation in all three organizational alternatives include:

- Consolidation of functions reduces fragmentation of the overall PMS
- Clear and distinct management authority for all life cycle functions should provide efficiencies and economies in operations
- Problems inherent in managing the operations of life cycle functions across mutiple agencies would be appreciably reduced

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IMPACTS

1. Decreases responsiveness
2. Adds unnecessary management layer
3. Divorces resources from responsibility for mission accomplishment
4. Requires additional resources
5. Impedes specialized procurement
6. Impairs problem solving

Title 10, United States Code, Section 3064, Special Branches

. The special branches of the Army consist of commissioned officers of the Regular Army appointed therein, other members of the Army assigned thereto by the Secretary of the Army, and the sections prescribed in this chapter. The special branches are:

- Each corps of the Army Medical Department
- The Judge Advocate General's Corps
- The Chaplains.

. The Secretary may not assign any officer of the regular army to a special branch

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IF IT AIN'T BROKEN DON'T FIX IT!