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INTRODUCTION TO OFFICER PERSONNEL MANAGEMENT SYSTEM (OPMS)

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WVARNG CONCERNING OPMS

*Robert L. Childers*

ROBERT L. CHILDERS

Major General (WV)

The Adjutant General

## CHAPTER 1

INTRODUCTION TO OFFICER PERSONNEL MANAGEMENT SYSTEM (OPMS)1-1. REFERENCES:

## a. Army Regulations:

- (1) 135-155
- (2) 135-180
- (3) 611-101
- (4) 611-112
- (5) 623-105
- (6) 640-2-1

## b. Department of the Army Circulars:

- (1) 611-44

## c. Department of the Army Pamphlets:

- (1) 351-4
- (2) 351-20
- (3) 600-3
- (4) 600-8
- (5) 600-11

## d. National Guard Regulations:

- (1) 350-1
- (2) 600-100
- (3) 600-101
- (4) 635-100
- (5) 635-101
- (6) 635-102
- (7) 640-1
- (8) 640-2-1

## e. National Guard Bureau Pamphlets:

- (1) 600-1
- (2) 680-3

f. National Guard Bureau Letters (all with NGB office symbol  
OPMS - )

1-2. EXPLANATION OF TERMS: The following explanation of terms and abbreviations are to be utilized in the implementation of Officer Personnel Management System (OPMS):

- a. Additional Skill Identifier (ASI): An identification of specific

skills which are required to perform the duties of a position, but are not related to any one particular specialty. Also, an identification of the additional skills possessed by an officer.

b. Specialty Skill Identifier (SSI): An identification of specific skill requirements within a specialty and the corresponding qualifications possessed by commissioned officers.

c. Advanced Entry Specialty (AES): A specialty in which most of the positions requirement are in the field grades and which is normally entered when an officer is a senior Captain or a Major.

d. Alternate Specialty (AS): A second specialty in addition to an officer's primary specialty, which is designated for the officer's professional development and utilization by the Army National Guard.

e. Assignment History/Record of Assignments: The official record of an officer's assignments as reflected by the duty title and position code of positions occupied as well as by other pertinent information such as assignment dates, organizations and stations.

f. Basic Branch Officers (BBO): ARNG Officers who are commissioned in one of the following branches: Adjutant General's Corps, Air Defense Artillery, Armor, Chemical Corps, Corps of Engineers, Field Artillery, Finance Corps, Infantry, Military Intelligence, Military Police Corps, Ordnance Corps, Quartermaster Corps, Signal Corps or Transportation Corps; and for whom the Army National Guard State Office Career Manager exercises specialty manager functions.

g. Basic Entry Specialty (BES): A specialty in which newly commissioned officers will normally receive their initial development.

h. Commissioned Officer Specialty Classification System (COSCS): The combination of specialty classification data elements (specialties, specialty skill identifiers, reporting classifications, additional skill identifiers, language identifiers) and related codes, data chains (position requirements, assignment history) standards of grade authorization, and procedures used to classify officer positions in authorization documents and to identify individuals qualified to perform in these positions.

i. Dual Specialty Development (DSD): The concept of officer professional development and utilization in which the objective is for each officer to gain and maintain proficiency in a primary and an alternate (secondary) specialty.

j. Language Identification Code (LIC): An identification of a requirement for or a qualification in a designated foreign language.

k. Multiple Skill Position (MSP): A position which requires more than one skill identified by specialty code, ASI, and/or LIC.

- l. Position Requirement Code (PRC): The identification of the skills or qualifications required by an officer of the appropriate grade to effectively perform the duties of a position. It is represented by a data chain which includes the specialty code for the principal position requirement, the skill identifier required within that specialty, the specialty code for the secondary position requirement, if any, and any ASI or LIC requirements.
- m. Primary Specialty (PRSPEC): The specialty designated for an officer by the Army National Guard which will receive initial emphasis in the professional development and utilization of the officer.
- n. Principal Position Requirement (PPR): The specialty associated with the principal skills required to perform the duties of a position.
- c. Secondary Position Requirement (SPR): The specialty associated with the secondary skills required to perform the duties of a position.
- p. Single Skill Position (SSP): A position which requires skills associated with just one specialty.
- q. Special Branch Officers (SBO): Officers who are commissioned in one of the Medical Department (specifically, Medical Corps, Dental Corps, Veterinary Corps, Army Medical Specialist Corps, Army Nurse Corps, and Medical Service Corps), the Chaplains Branch, and the Judge Advocate General's Corps.
- r. Specialty: A grouping of duty positions having skill and job requirements which are mutually supporting the development of competence in an officer to perform through the grade of Colonel in the specialty.
- s. State OPMS: (SOPMSM): That individual assigned at the state level in the Office of The Adjutant General, charged with the responsibility of implementation and administration Officer Personnel Management (OPMS) as it pertains to the Army National Guard.
- t. Revision of The Military Occupational Specialty System (ROMOSS): A logical and rational system for the identification of skills required of and possessed by all commissioned officer in the Army National Guard.
- u. Expanded Use of Additional Skill Identifiers (EASI): A system utilized to identify a comprehensive effort to clearly define officer skill requirements.
- 1-3. PURPOSE:
- a. To provide general guidance to commanders, Unit Career Managers, and the individual officer in the development and utilization of the careers of all WVARNG officers in a professional manner.
- b. To increase the effectiveness and professionalism of the officer corps in the West Virginia Army National Guard.

c. To provide guidance for implementation of changes to the Commissioned Officer Classification System.

d. To provide information to the individual officer of the requirements and opportunities for normal progression and growth as a career West Virginia Army National Guardsman in an orderly pattern.

e. To inform each officer in the West Virginia Army National Guard that the professional career guidance of each officer will be handled in a personalized manner in order to explore and utilize the full potential of each officer.

1-4. SCOPE: This regulation is applicable to all officers in the West Virginia Army National Guard.

1-5. OBJECTIVES: The objectives of the Officer Personnel Management System (OPMS) are as follows:

a. To properly develop officers in the appropriate numbers and with the appropriate skills to fully satisfy WVARNG requirements, taking maximum advantage of the inherent abilities, aptitudes, and interests of the individual officer.

b. To properly assign officers according to the needs of the WVARNG and according to the individual's competence and desires.

c. To improve the motivation and professional satisfaction of the individual officer and the officer corps of the West Virginia Army National Guard as a whole.

1-6. REASONS FOR ESTABLISHMENT OF THE OFFICER PERSONNEL MANAGEMENT SYSTEM(OPMS): Certain existing factors have dictated the requirement for the establishment of OPMS in the West Virginia Army National Guard, as well as for the USAR and active forces. These factors include:

a. Changing technology results in changing skill requirements in the entire ARNG force structure, with resulting changes in the number, type, and education of officers required to satisfy needs.

b. The increasing complexity of Army jobs, and the greater length of time required to master the knowledge associated with such jobs, has required greater specialization in order to develop competence.

c. Changing attitudes toward job satisfaction, leadership, and discipline are examples of social changes that are reflected in the values of junior officers.

d. Changes in officer strength due to frequent reorganizations in the WVARNG has a significant impact on officer specialization and training needs. The improved management of officer specialization and assignments will result in more orderly and timely recovery from imposed troop level requirements.

e. Discontinuance of use of the term MOS to identify one of the classification elements for commissioned officers.

1-7. RESPONSIBILITIES:

a. The Adjutant General: The Adjutant General of West Virginia is responsible for the overall direction and effectiveness of classification, operations, preparation, maintenance, and disposition of qualification records for all officers of the West Virginia Army National Guard. Additionally, he is responsible for:

(1) Establishment and direct supervision of the State Officer Career Manager position within the State of West Virginia.

(2) Development of policies affecting all aspects of the individual officer's career.

(3) Development and implementation of appropriate promotion and retention policies in accordance with existing regulations.

(4) Development and implementation of appropriate policies concerning appointment, assignment, transfer, and separation of WVARNG officers in accordance with pertinent regulations on a basis that provides for officer career development opportunities.

b. Deputy Chief of Staff Personnel and Administration (DCSPA): The DCSPA is responsible for the implementation and operation of the State OPMS Program. Additionally, he is responsible for:

(1) Direct and effective counseling of all WVARNG officers with the assistance of commanders and organizational personnel officers in order to determine proper assignment potentials of each individual officer.

(2) Maintenance of career management records in accordance with pertinent regulations in order to effectively manage and control normal progression of career patterns of all officers in the West Virginia Army National Guard.

(3) Review of officer records to insure that appropriate SSI's and ASI's are properly awarded and recorded.

(4) Recommending appropriate training of officers in order to award necessary identifiers commensurate with officer assignments.

(5) Directing and Supervising annual reviews of all officer SSI's and ASI's in order to determine continued qualifications and changes needed due to new data available to support changes.

c. Immediate and Intermediate Commanders: Career management and planning is a vital part of command troop leadership. All commanders must concern themselves with the application of the principles of leadership, and therefore must know and understand the problems, needs, and desires of their assigned officers. Commanders at all levels assist in the development and administration of officer career management by accomplishing the following:

(1) Maintaining close coordination with the DCSPA in order to develop and properly guide the career of each individual officer under his command in a timely and progressive manner.

(2) Requesting assignments of officers in their commands according to qualifications, aptitudes, potential, and desires of the individual officer.

(3) Providing subordinate officers with appropriate career advice gained from experience. Timely advice can be especially helpful in influencing young officers to make key decisions concerning the development of their career plans.

(4) Conduct continuous periodic counseling of individual officers. The importance of such counseling cannot be overemphasized, particularly with junior officers.

(5) Careful preparation and timely submission of Officer Efficiency Reports (OER's). The most important periodic contribution to the officer's career and record is the official rating and description provided by the OER. It must be remembered that unless an officer's capabilities and deficiencies are accurately reflected in his OER's, intelligent assignment and evaluation cannot be accomplished. Efficiency reports that are incomplete or not carefully prepared may seriously damage the officer's career.

d. Organizational Personnel Officers: The organization personnel officer, especially at battalion level, have a vital role in the OPMS for all officers in the West Virginia Army National Guard. The responsibilities of the Unit Personnel Officer include the following:

(1) Maintain liaison between the DCSPA, Commander, and the individual officer in the administration of the career management of the officer.

(2) Assist the individual officer in updating of his personnel records and forwarding of additional records to the DCSPA concerning assigning, changing, and withdrawing SSI's, ASI's, and LIC's.

(3) Counsel with the individual officer concerning requirements for award of Primary and Secondary Specialties.

(4) Maintain Officer Military Personnel Record Files at organization level to reflect current status and qualifications of individual officers at all times.

(5) Make suggestions and recommendations to Commander and DCSPA concerning recommendations for changes to individual status of officers.

e. Individual Officers: Career planning by the individual officer must commence at the time that he is appointed or commissioned in the WVARNG. It is most important that every officer recognize his responsibility in the development of his own career plans. Every officer must be a career manager and programmer of himself and his own time. Early in his commissioned service he must make a realistic evaluation of his desires, capabilities, and limitations. Once this is properly accomplished he can begin to develop his own career by taking the following actions:

(1) Thoroughly familiarizing himself with the career policies of the State of West Virginia, and the command to which he is assigned.

(2) Continually seeking guidance from superior officers and his own commander in relating career planning policies to his particular talents and desires. Consideration must be given to the amount of time the officer can afford to be away from his family and civilian occupation in order to

complete required military schooling to properly qualify in his field of specialization.

(3) Conducting timely audits of his personal qualification records (minimum annual review on a scheduled date) to insure current data is recorded to support his designated SSI and/or ASI. Furnishes proper information and documentation to add to or change assigned specialties.

(4) Demonstrate a potential for growth through performance of assigned duties. Take advantage of opportunities to better himself in his specialty assignments by accepting special assignments that will demonstrate his ability to leadership and duty performance.

(5) Continually evaluate his own progress on a periodic basis and make necessary modifications and adjustments to achieve his established goals.

(6) Maintain liaison and cooperate with his assigned Unit Personnel Officer, Commanders, and DCSPA in order to provide them with necessary information concerning himself.

## CHAPTER 2

OBJECTIVES OF OFFICER PERSONNEL MANAGEMENT SYSTEM2-1. GENERAL:

a. Recognizing the constraints of geography and types of organizations in the West Virginia Army National Guard, OPMS will be adopted to the maximum extent possible.

b. The resultant change in the Officer Specialty Classification System as cited in Section VIII, to Chapter 1, to AR 611-101, represents the procedures for identification of all Army National Guard Officer positions, with some specified exceptions.

2-2. EXPANDED USE OF ADDITIONAL SKILL IDENTIFIERS (EASI): Project EASI identifies a comprehensive effort to clearly define officer skill requirements. Specialty Skill Identifiers (SSI's) will replace Military Occupational Specialties (MOS). The converted Specialty Skill Identifier (SSI), first two digits, is now being positioned under the Additional Skill Identifier/ Language Identification Code (ASI/LIC) heading on either VTAADS consolidated change documents or on Modification Tables of Organization and Equipment (MTOE).

2-3. REVISION OF THE MILITARY OCCUPATIONAL SPECIALTY SYSTEM (ROMOSS): ROMOSS is a logical and rational system for the identification of skills required of and possessed by all commissioned officers in the Army National Guard, as well as the active army and the USAR. There are several basic differences between ROMOSS and the current commissioned officer military occupational specialty (MOS) classification system, which are as follows:

a. Elimination of the words "MILITARY OCCUPATIONAL" as they apply to the word "SPECIALTY". The key word is now "SPECIALTY", not "MILITARY OCCUPATIONAL SPECIALTY".

b. Since MOS will no longer apply to commissioned officers of the Army National Guard, it changes the concept of an individual being awarded a primary MOS, a secondary MOS, or an additional MOS. Under OPMS, an officer is designated a Primary Specialty and an Alternate Specialty (if he possesses necessary qualifications for the award of such). These specialties are identified by two digit specialty codes; the first specialty (Primary) code identifies the specialty in which an officer is currently assigned and the latter (Alternate) identifies the specialty planned for his future assignment.

c. ROMOSS also eliminates the single digit Special Qualification Identifier (SQI) and replaces it with an Additional Skill Identifier (ASI).

d. Under ROMOSS, appropriate codes (SSI, ASI, or LIC) will be applied to military and civilian education and training. This means that all courses of instruction will be identifiable with Army requirements and utilization of officer skills acquired through these courses can be properly charted and monitored. This will provide the DCSPA with a better capability of matching talent or skills with spaces and projecting training requirements.

3. ROMOSS will also be applied to officer records and files in an area called "Acquired Skills". This will be a summary of SSI data resulting from education, training and/or experience.

3-4. POSITION CLASSIFICATION STRUCTURE: On authorization documents, position requirements will be identified by the three character SSI (2 digits and 1 letter) supporting or secondary specialty (2 digits), and two ASI (digit and letter each), or one ASI and one LIC (2 letters). The following table, as well as the one found in Section II, to Chapter 1, to AR 611-101 depicts a diagram of Position Requirement Codes:

POSITION REQUIREMENT CODES				
2	1	2	2	2
CHARACTERS	CHARACTER	CHARACTERS	CHARACTERS	CHARACTERS
Principal Position Specialty Code	Skill Identifier	Secondary Position Specialty Code	Additional Skill Identifier (ASI)	Language Identification Code (LIC) or 2d ASI
12 (Armor Officer)  (Ref: Chapter 2, AR 611-101)	A	91 Qualified as Maintenance Mgt Officer (Ref: Chap 2, AR 611-101)	1S Qualified as Aviation Safety Officer (Ref: Chap 5, AR 611-101)	GR Knowledge of Greek Language  (Ref: Chap 6, AR 611-101)
Specialty Skill Identifier (3 Characters)		Enter "00" if non-qualified.		
Position Specialty Code (5 Characters)				

NOTE: The above table shows as an example, A position requirement for an Armor Officer (12A), qualified as a Maintenance Management Officer (91), and qualified as an Aviation Safety Officer (1S), for an assignment to Greece (knowledge of Greek language necessary (GR)-would look like this: "12A911SGR".

a. The basic elements of the classification system are coded and have the following data uses as indicated below:

(1) Specialty: Two digits which are used to identify principal position requirements, secondary position requirements, and officer's designated primary and alternate specialties. Note that the two digit specialty codes are the first two characters of the specialty skill identifier codes included within the specialty.

(2) Specialty Skill Identifier (SSI): Three characters (2 digits and 1 letter) which are used to identify the specialty skill requirement(s) of a position and specialty skill qualification of officers.

(3) Additional Skill Identifiers (ASI): Two characters (1 digit and 1 letter) which are used to identify the additional skill requirement(s) a position and additional skill qualifications of the officer.

(4) Language Identifier Codes (LIC): Two letters which are used to identify the designated foreign language requirements of a position or an officer's qualification in a designated foreign language. The degree of language proficiency cannot be determined by the LIC alone.

2-5. INITIAL CLASSIFICATION OF OFFICER SPECIALTIES UNDER ROMOSS: Initial classification into Primary Specialties for all WVARNG Officers will be completed in accordance with instructions contained in letter from NGB, Subject: "ARNG Officer Personnel Management System (OPMS) (OPMS2-76)", dated 20 May 1976. The DCSPA will adhere to the following criteria for the initial officer classifications:

a. Assignment of Primary Specialty to each officer will be made according to the duty position that the officer presently occupies authorized by the organization MTOE in accordance with the conversion tables contained in Appendix C, DA Circular 611-44, dated 2 October 1975 provided that the individual officer is properly qualified in the position.

b. Alternate Specialty: The following considerations will be given the attainment of Alternate Specialties by officer in the West Virginia Army National Guard:

(1) Since there may be few opportunities for an officer in the West Virginia Army National Guard to acquire a Military Alternate Specialty within the State due to TOE/TDA and geographical limitations, the Alternate Specialty may be acquired primarily from prior assignments frequently caused from reorganizations and the coincidence of civilian occupations and/or education. Since the State ARNG has no control over civilian occupation or education of our members, only minimal programming and planning will be possible in this area.

(2) The changing of an officer's Primary Specialty may occur more frequently as a result of reorganization and geographical moves caused by the officer's civilian occupation. In these cases, the new Primary Specialty might compliment the former specialty but nevertheless, would establish a valid alternate specialty.

c. The DCSPA, in addition to full consideration of the above principles in the assignment of specialty skills, will give careful consideration to the individual preferences of the officer concerned.

d. For the officer whose qualifications are inadequate for the award of Specialty Skill Indicator(s), the DCSPA will assign an SSI of "ØØA" to the individual, and he will be advised by the State Adjutant General concerning his deficiencies which must be overcome before he can be awarded a full SSI qualification.

e. The Primary SSI and alternate of Secondary SSI, if available, will be entered on the Qualification Record of the individual officer upon award of such designations. Such entries will be completed as directed by Chief, NGB.

f. ASI, LIC, together with Alternate SSI for each officer, are also to be entered on each officer qualification record. This action, which will require records review and personal interview, should be completed as directed by The Adjutant General.

g. The following table can be utilized as an example for comparison of the current MOS system versus the new OPMS for an officer:

CURRENT MOS SYSTEM:	OPMS:
MOS-Military Occupational Specialty Example: Tank Unit Commander (1203)	SSI-Specialty Skill Identifier Example: Armor Officer (12A)
SQI-Special Qualification Identifiers Example: Nuclear Weapons Employment Officer (Prefix 5)	Will be identified by an SSI or an ASI.
ASI-Additional Skill Identifier Example: Advance Marksman (5A)	ASI-Additional Skill Identifier (Not Position Related) Example: Ranger (5R) (Similar to Current System)
	LIC-Language Identification Code Example: Danish (DA)

2-6. CLASSIFICATION OF AMEDD OFFICERS, CHAPLAINS, AND JUDGE ADVOCATE GENERAL'S CORPS OFFICERS: AMEDD Officers, Chaplains, and Judge Advocate General's Corps Officers will be classified in accordance with Section IV, V, and VI to AR 611-101.

## CHAPTER 3

MANAGEMENT FUNCTIONS OF OPMS

3-1. PURPOSE: To outline and discuss the basic functions and responsibilities of the DCSPA, Commanders, and unit Personnel Officers as concerns the implementation of OPMS in the West Virginia Army National Guard.

3-2. BASIC FUNCTIONS:

a. The basic functions of OPMS Management at all levels, beginning with the individual officer himself and continuing through the entire chain of management involves effective processes of planning, organizing coordinating, and controlling. These processes must be applied at all levels, from procurement, to training/education, utilization, assignments, transfers, all the way through separation/retirement. Development and motivation of all WVARNG officer personnel is a must in order to successfully accomplish the overall mission, especially at the organizational level.

b. In order to properly establish and administer the OPMS in an effective and timely manner, an adequate system of records and reports is vital for the successful operation of the system.

c. The prime consideration that must continually be emphasized at all levels of command concerning OPMS is the development of individual potential and development of an organization climate that enhances the attitude, motivation, commitment, and sense of well being of all WVARNG officers and their families.

d. Proper career management of WVARNG officers must be exercised throughout all command levels beginning at the unit level of assignment and continuing through immediate/intermediate headquarters to the DCSPA, who functions under the direct control of the State Adjutant General and the direct supervision of the Military Personnel Officer. Unit commanders and ARNG technicians; battalion personnel officers; and the Battalion/Major Command Commander must assume an effective role as OPMS managers, then function as such under the guidance and control of the DCSPA.

3-3. PLANNING:

a. Planning is a continuous process by which managers select, define, and implement programs and objectives as well as the policies, directives, and procedures for achieving them. To be effective, planning should occupy a large part of the time of the career manager. The manager must decide the type and amount of planning that he will reserve for himself and the quantity and type to be delegated to subordinates. In many instances, the most important plan begins with the decision to delegate proper planning responsibilities to subordinates. Essential to all plans is the clear recognition of the parameter/limitations which the Career Manager must operate and the objectives and scope of his operation.

b. **Planning Objectives:** The identification of objectives is an initial step in planning. Objectives indicate where primary emphasis is to be placed and what is to be accomplished. All objectives change from time to time as a result of changing environment or shifts in command policy. A principal objective of a successful career manager should be to provide efficient, timely, and accurate officer personnel management and administration to both the command and individual interests.

c. **Scope of Planning:** Most implicit in all planning activities are the restrictions imposed by regulations, directives of higher headquarters, and the commanders concerned. The scope of operations need not be written in detail but all supervisors must thoroughly understand the limitations within which plans must operate and the framework of the organizations involved both above and below.

d. **Type of Plans:** All plans are usually divided into categories of times and purpose. Even though plans deal with future events involving situations predictable within a year or a few years at most, the successful career manager, in dealing with the military careers of officers, must be able to plan many years in advance in order to properly guide the individual careers of officers in many various technical fields.

e. **Standing Operating Procedures (SOP):** This publication becomes the Standing Operating Procedures for implementation of OPMS for all units in the WVARNG. Subordinate headquarters will issue written instructions relating to this SOP in order to properly implement local requirements not specifically covered in this publication. These directives should lend themselves to definite and/or standardized procedures without loss of effectiveness. They must be made available to, and studied by, all personnel concerned with the officer corps career program of the state. They must also allude the following objectives:

- (1) Simplify, facilitate, and expedite functions of the WVARNG OPMS.
- (2) Relieve Career Managers at all levels of the necessity of repetitious decisions concerning routine procedures.
- (3) Clearly define duties and responsibilities of the various functions of all positions involving WVARNG OPMS.
- (4) Function as a control device in the timing and scheduling of work flow.
- (5) Provide an authoritative reference concerning answering of questions about OPMS in the WVARNG.
- (6) Promote teamwork and understanding throughout the system.

### 3-4. COORDINATING:

a. Coordinating is the process of integrating the manpower, materials, and resources necessary to effectively implement and administer OPMS at all levels in the WVARNG. The primary purpose of coordination is to secure the cooperation and agreement of all individuals concerned in the proper and timely process of officer career management in the WVARNG. Proper coordination will prevent conflict and duplication of effort by allowing necessary adjustments in plans and policies before implementation.

b. Some specific coordination procedures relating to OPMS in the WVARNG include:

(1) Formal and informal conferences conducted at State and Major Command levels within the state. As a minimum, such conferences should include all personnel involved in the actual mechanics of implementing and operating OPMS in the WVARNG.

(2) Briefings conducted for the purpose of familiarizing commanders, staffs, and others not involved in the day-to-day implementation and administration of OPMS in the WVARNG.

(3) Individual contacts must be made with all officers concerning their responsibilities and desires involved in OPMS in the WVARNG.

(4) Written correspondence must be utilized to maintain updated familiarization with changing procedures and requirements related to officer career management.

(5) Prompt distribution of essential information, discussions, and other matters to all levels down to and including the individual officers concerned.

(6) Maintaining close contact and exchange of information by all organizational elements with corresponding elements at higher, lower, adjacent, and supporting organizations.

(7) Continuing visits to subordinate units by responsible personnel from the office of the DCSPA and orientation tours of the State level operations by responsible personnel from subordinate units. This will promote understanding between State level officer career management personnel and organizational level personnel of the total system from input to output.

### 3-5. DIRECTING:

a. Directing is defined as the effective communication of decisions and ideas to all individuals to enable a more efficient attainment and maintenance of objectives. As previously stated, an effective manager at all levels must assign responsibilities and delegate authority to key personnel to properly accomplish the mission of OPMS Management in the WVARNG. An effective manager knows his job, the capabilities and limitations of his available personnel, his resources, and is thoroughly familiar with the principles of sound management. The following steps should more clearly outline the essential elements of directing:

b. Direction. The effectiveness of a Career Manager is measured by the extent he has established and improved the efficiency of his real of responsibility.

c. Motivation of Personnel. Proper motivation of all individuals provides a desire or stimulus by all concerned to achieve the stated objectives.

d. Issue Timely Instructions. Timely instructions include the when, where, and by whom each function in the chain of OPMS Management is to be accomplished. A rule of thumb when issuing instructions is to remember "if it can be misunderstood - it will be misunderstood."

e. Proper Supervision. Supervise the execution of instructions but be careful not to oversupervise.

3-6. CONTROLLING:

a. Controlling is the action taken by a career manager to insure that plans, orders, directives, and policies that pertain to officer career management in the WVARNG are being accomplished in such a manner that the objectives are being obtained. Effective career managers of officer personnel management at all levels should make wide use of such controls as data logs, suspense files, check lists, checksheets, proper verification of one document against another containing similiar information, and timely methods of supervisory review.

b. Control methods which are intelligently devised, judiciously applied, and closely monitored are some of the most valuable tools in the hands of a career manager at any level to aid him in controlling work flow, estimate requirements, reducing errors, and fixing of responsibility for actions taken. Once adequate control methods are established, provisions must be made to insure:

(1) Responsible elements and individuals are promptly notified of required actions to properly handle a given situation.

(2) Take immediate action to fix responsibility for errors revealed by effective control measures and correct such situations to prevent recurrence.

(3) Keep individual officers continually informed of suspense situations requiring actions on their part in order to properly guide their career development.

3-7. TRAINING:

a. To the DCSPA, training presents a two-pronged situation. First and foremost he must effectively guide and assist in the proper training programs of each individual officer within the State, in order to properly channel the officer's career development. Secondly, he must insure the proper training of his subordinates involved in officer career management at all levels who will assist him in administering the program.

b. The training mission for the career development of WVARNG officers is somewhat different from those in the Active Army. Primarily, the WVARNG is concerned with the preparation of units rather than individuals for possible mobilization and combat. The "dual tracking" concept of OPMS development (the development and qualification by each officer in an alternate (secondary) as well as primary specialty) should be encouraged and developed whenever possible. First, however, consideration and available resources will be focused on the definite qualification by each officer in his primary speciality in order that he can effectively perform in his assigned unit TOE/TDA position.

c. All officers will be encouraged to develop an alternate (secondary) specialty. Necessary training for the award of alternate specialties will be predicated upon the availability of programs and funds that remain after proper utilization for required primary training. The following management factors should be considered in the award of alternate specialties to an officer:

- (1) Previous Military Education and Experience.
- (2) Civilian Education successfully completed.
- (3) Civilian Occupation.
- (4) Available positions within the State for possible MOBDES assignments.
- (5) Personal preference of the officer concerned.
- (6) Any other factors deemed appropriate on evaluation of each officer concerned.

d. To be most effective, the career manager must take the maximum use of all levels of military schooling available which include:

(1) Army Service School Resident Courses: Supervisors at every level should make all possible arrangements to allow their subordinates to attend resident courses of instruction conducted by Army Service Schools. This training will qualify them to perform more effectively in their OPMS assignments.

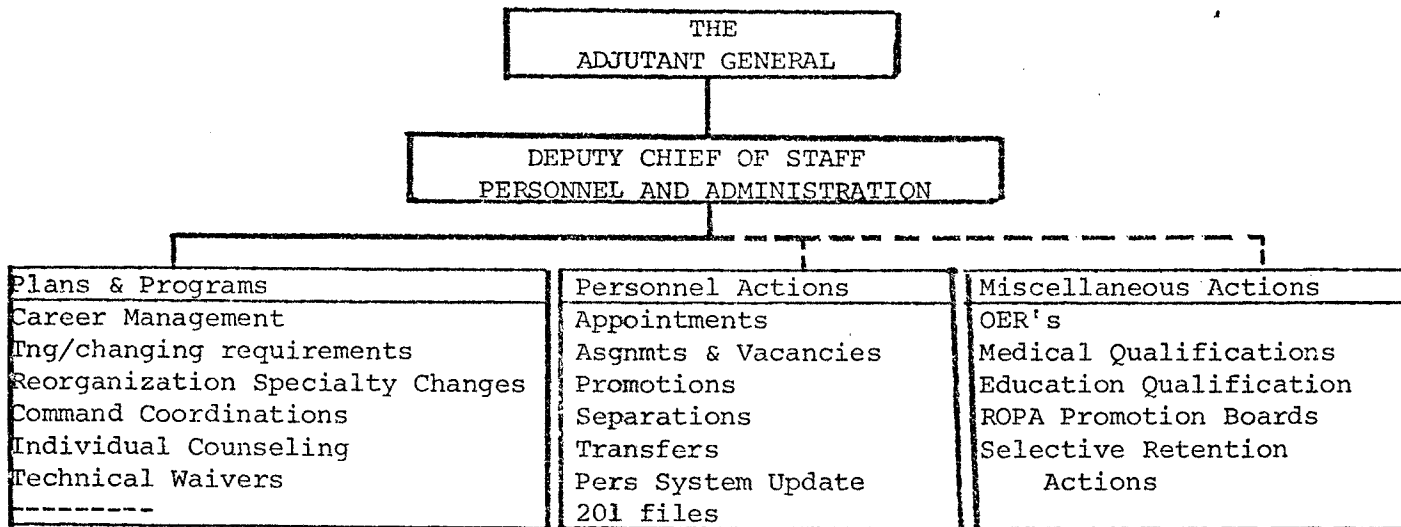
(2) Local School Training. As available funds permit, the DCSPA will develop and conduct short duration schools within the State which can serve to update methods in use, present procedures, and implementation of any new procedures or promote exchange of ideas for all personnel involved in the administration of OPMS in the WVARNG.

(3) Extension Courses (Army Correspondence). Wide use of extension courses should be made at all levels of officer career management. Such training is invaluable to the officer who cannot leave his civilian pursuits in order to receive necessary training for qualifications. Such courses also serve as refresher training in order to receive up-dates on doctrines and procedures.

(4) On-The-Job-Training (OJT). All career managers have a continuing requirement to promote supervised OJT for those personnel under their supervision who are responsible for the administration of the officer career management programs. This training must be carefully planned and adequately supervised in order to be effective. Written plans should be formulated in order to promote continuity.

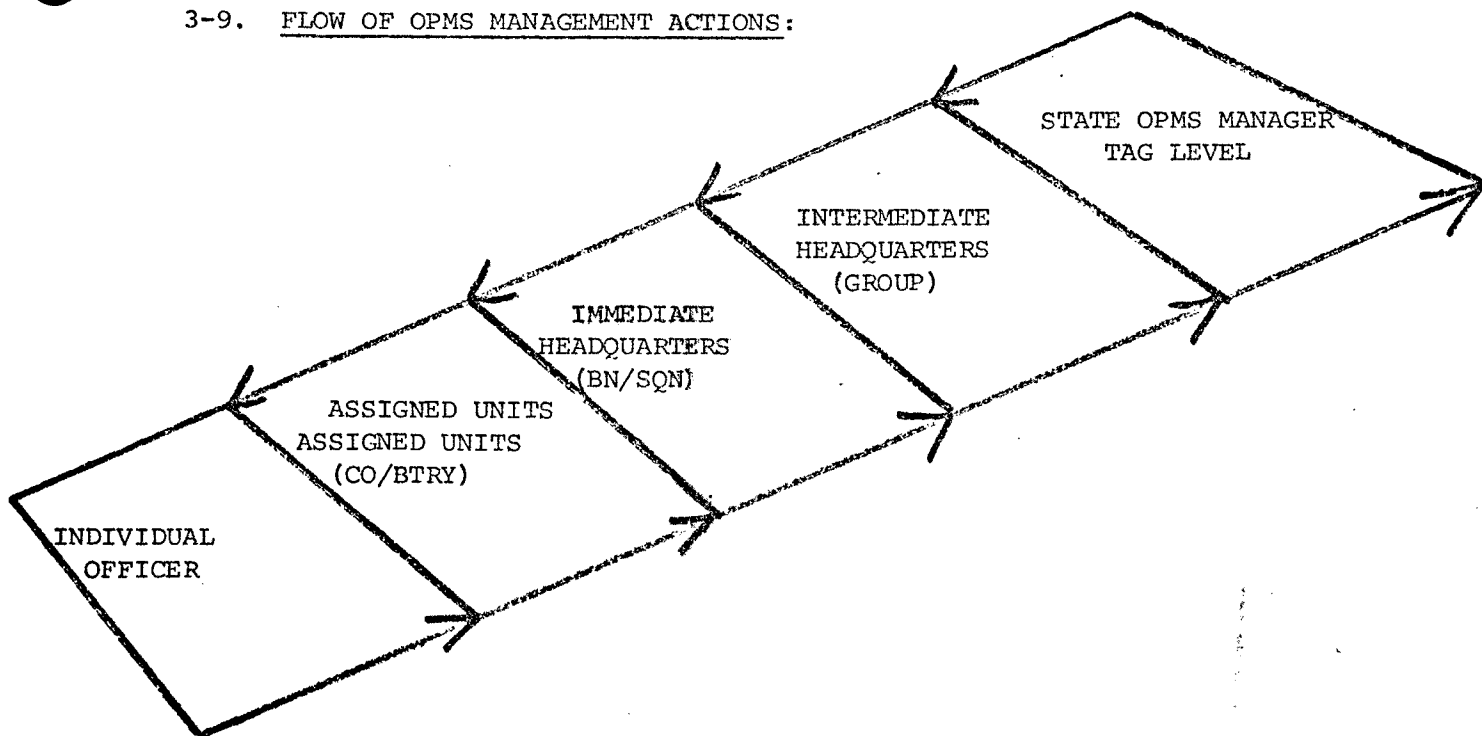
(5) Cross Training. This is defined as the training of individuals to adequately perform jobs other than the one to which they are primarily assigned. Cross training insures flexibility by providing personnel who are trained in depth to adequately perform more than one job. This will promote continuity of necessary functions and allow the supervisor to shift personnel to areas in time of need.

3-8. ORGANIZATION OF THE STAFF OPMS MANAGEMENT OFFICE:



LEGEND: \_\_\_\_\_ Responsible for direct supervision  
 ----- Responsible for monitoring these actions as pertains to OPMS

3-9. FLOW OF OPMS MANAGEMENT ACTIONS:



OFFICER PERSONNEL MANAGEMENT SYSTEM CONTROL DEVICES

4-1. INTRODUCTION: Accurate and timely records are essential in the development of the OPMS for West Virginia. Data entered on individual personnel records, both at unit level and at higher headquarters, form the basis for all determinations pertaining to the individual officer's career while in the WVARNG. The records and systems described in this chapter will form the basis by which decisions will be made by officer career managers and commanders concerning officer specialty classification and assignments under requirements of the OPMS.

4-2. MILITARY PERSONNEL RECORDS JACKET (MPRJ): The MPRJ (DA Form 201) and records maintained therein are maintained in accordance with AR 641-10, and Section III, to Chapter 5, of NGR 600-200. The following is a list of individual records which are primary to OPMS in the WVARNG, and are filed in the individuals MPRJ:

a. Officer Qualification Record (DA Form 66 and/or DA Form 2-1). These forms are most important to the classification processes of the individual officer under OPMS for the WVARNG. They furnish such vital information as:

- (1) Military Occupational Specialties (MOS) previously awarded (shown in item 9 on the DA Form 66, and in item 6 on the DA Form 2-1).
- (2) Civilian education and military schools completed and/or presently enrolled in (Shown in item 16 on the DA Form 66, and in item 17 on the DA Form 2-1).
- (3) Civilian Occupations (item 28 on the DA Form 66, and item 26 on the DA Form 2-1).
- (4) Prior service and prior military assignments (item 18 on the DA Form 66 and item 18 on the DA Form 2-1).
- (5) Assignment considerations (item 10 on the DA Form 66, and item 4 on the DA Form 2-1).

b. Health Records (DD Form 722). The individual officer's health records (particularly Standard Forms 88 and 93) will list health deficiencies and any limitations for duty.

c. File copies of DA Forms 2 (Sections II, VI, and VII).

d. File copies of separation records (DD Forms 214), diplomas, and licenses located in the permanent section of the MPRJ.

4-3. OFFICER EVALUATION REPORTS (OER):

a. The Officer Evaluation Report (DA Form 67-7) is a significant command responsibility at all levels. Accurate and prompt completion of these reports are to be essential to the proper functioning of the OPMS in the WVARNG is a must! Particular care must be exercised by everyone concerned with the timely preparation of these OER's.

b. The Officer Evaluation Reporting System is designed to provide:

- (1) A continuing appraisal of every officer's performance of duty while in the WVARNG.
- (2) An assessment of his potential duty performance for use in assignment to positions of increasing responsibility.
- (3) Information to make decisions concerning the award of or revocation of primary and alternate specialties (SSI's and ASI's).

c. Information contained in the OER is correlated with other qualification data to permit development of a "Whole Officer" concept for each individual officer. This will result in a realistic source of vital information to be utilized in assignments, promotions, award of specialties, and training opportunities for additional career development.

d. An important prerequisite to officer evaluation is the conduct of performance counseling by the individual officer's superiors. This is especially important in relation to effective duty performance and the career development of junior officers in their first few years of service.

e. It is imperative that adequate suspense files and control measures be established for the administration of OER's.

f. Another important factor is that each officer know who his rater and indorser is. Each headquarters responsible for initiation and control of OER's should periodically publish a rating scheme for OER's, and insure that each Officer receives a copy.

4-4. FORMS AND QUESTIONNAIRES BY MAIL: (Note: See Annex A to this publication for examples.)

a. The judicious use of various forms and questionnaires forwarded to and returned by individual officers of the WVARNG on the subject of Career Management and Classification can be a valuable tool, both for the State as well as the Command OPMS Manager (See Annex "A" for examples).

b. Caution should be used in the use of such methods however. The direct, personal contact will always be used if possible. When obtaining data and background information through the use of forms by mail, the following guides should be remembered:

- (1) Solicit only that data and information that is strictly pertinent.
- (2) Furnish full and complete details concerning the subject to insure understanding by the recipient.
- (3) Include current references in the instructions that pertain to the subject. Insure references are those that can be easily obtained by the recipient (those regulations that are normally maintained at the unit level library).
- (4) Include suspense dates for return of requested information.
- (5) Include a self-addressed franked enveloped for use by the individual in returning the requested information.
- (6) Include names and telephone numbers of persons who are qualified to furnish additional assistance to the officer if needed.

4-5. PERSONAL INTERVIEW:

a. The conduct of a personal interview involving the officer, career manager and the individual officer concerned is by far the best method to determine qualifications for proper officer classification and career development procedures involving the award, changing, and/or withdrawing of specialties and skill identifiers as well as other factors necessary for officer career development.

b. The individual officer will be notified of the purpose of the interview and informed of the data that he will be required to bring to the interview. The interview will be scheduled far enough in advance for the officer to obtain required records and data needed by him for the meeting.

c. The complete service records of the officer being interviewed will be brought to the meeting for reference and for comparing of data.

4-6. ANNUAL REVIEW OF CLASSIFICATION:

a. In accordance with the instructions contained in AR 611-101, the SSI and ASI designated for the individual officer will be audited (reviewed) on an annual basis. This will be completed on a regular scheduled date for review by each officer of his qualification record (DA Form 66 and/or DA Form 2-1). The purpose of this review is to update qualifications of the individual as they occur.

b. Recently acquired data on individual officers as a result of this annual records review will be forwarded to the DCSPA who will make final determinations concerning classification and reclassification actions. As previously stated, the following factors are some of the indicators that can be utilized to substantiate changes in officer specialties and skill identifiers.

- (1) Quality and length of military experience and training.
- (2) Quality and length of civilian occupations and schooling completed.
- (3) OER's which include definite recommendations for specialty

changes.

## CHAPTER 5

OFFICER CAREER COUNSELING5-1. PURPOSE:

a. The conduct of proper career counseling of officers is a responsibility of command at all levels and when properly executed will strengthen the officer corps of the West Virginia Army National Guard. Career counseling is an accurate and complete presentation of information on the opportunities, challenges, and benefits of a career as an officer in the West Virginia Army National Guard.

b. The most vital counseling is administered to the newly commissioned officer early in his career. It is during this period that the young officer forms the impressions that he will carry throughout his service career as he is exposed to new experiences and opportunities. In order to better prepare the young officer to meet the challenges and obstacles, each commander must take all necessary actions to reassure and to assist the junior officer and to contribute to his maturing process.

5-2. GENERAL DESCRIPTION:

a. As the title implies, officer career counseling must be a continuing on-going process. Genuine interest and concern demonstrated by the commander in his subordinates will substantially contribute to the qualities of loyalty and trust that the young junior officer must cultivate for a successful career in the West Virginia Army National Guard officer corps.

b. The success of the program depends on part on the periodic career counseling session with individual officers in order to properly establish and guide the individual careers of the WVMRNG Officer. Career managers also use such period in order to establish qualifications in order to award, change, or withdraw primary/alternate specialties and additional skill identifiers which will benefit both the individual officer as well as the unit which he serves.

5-3. CONSIDERATIONS FOR OFFICER CAREER COUNSELING:

a. Counseling serves as a vehicle for communication between the rater and the rated officer when involved in OER's as to the establishment of definitions and boundaries of the rated officer's performance of assigned duties. It is through this process that the rated officer is made aware of the specific nature of his job assignment and influences the decisions as to what should be accomplished. For the rater, it is the process through which he gives directions to subordinates, systematic plans for the accomplishment of the mission, and gains valuable information concerning the rated officer in his relationship with the organization to which he is assigned. The essence of the process is:

(1) Before the fact discussion between the rater and the rated officer of expected performance and the establishment of a specific duty description and setting of performance objectives.

(2) Continued communication during the rating period between the rating and rated officer in order to up-date and revise the duty description and continued performance objectives.

(3) After the fact agreement as to what occurred during the rating period, or period of observance if not being rated for OER purposes.

b. Commanders and/or rating officers should prepare a written outline prior to the beginning of counseling sessions which lists major points to be discussed during each period of counseling. Additional items may then be added to the outline as they might develop during the counseling period with the rated officer. If properly prepared and maintained, this record will provide valuable data for preparation of the individual officers OER and also for a relating to later counseling sessions with the rated officer (See paragraph 5-4d below for an example outline for counseling sessions).

c. Current plans include future revision of the Officer Evaluation Reporting System (DA Form 76) which will have definite requirements for the conduct and recording of periodic career counseling sessions between the rater and rated officers involved in each OER rendered.

d. During counseling and later when preparing the OER on the individual officer, the rater and/or commander should not consider organizational efficiency as the sole basis for determining and measuring the rated officer's manner of performance potential. While organizational effectiveness must be considered in the evaluation process, due consideration must also be given to the influence actually exerted by the rated officer, circumstances that are beyond his immediate control, and results which might reasonably have been expected of the rated officer considering the resources and time available.

#### 5-4. FREQUENCY OF OPMS COUNSELING:

a. Commanders and/or rating officers are required to establish a minimum of three (3) counseling period during each annual rating period of the individual officer under the revised OER system. Such periods will be conducted according to the general guidelines established in paragraph 5-3a above.

b. Each individual officer should have the privilege of keeping the rater and commander informed of his ideas regarding his utilization and development, and he should be encouraged to ask for a special counseling session when deemed necessary.

c. All counseling sessions should be personal and purposeful in nature, since they have a tendency to lose their value when conducted in a strict or formal atmosphere.

d. The following is an outline which this office suggests be utilized by the rating officer and/or commander for the required three counseling periods during each annual rating period of each individual officer within each command:

OUTLINE FOR THE CONDUCT OF PERFORMANCE COUNSELING PERIODS:

Officer Being Counseled: Rank \_\_\_\_\_ Name \_\_\_\_\_ SSN \_\_\_\_\_  
Unit Assignment of Counseled Officer \_\_\_\_\_  
Counseling (OER Period): Beginning Date \_\_\_\_\_ Ending Date \_\_\_\_\_  
Total time of assignment to present duty position: (Months) \_\_\_\_\_  
-----

COUNSELING PERIOD NUMBER 1

Date Conducted \_\_\_\_\_ Counseling (Rating) Officer \_\_\_\_\_

1. Explanation of duties included in job description.
2. Specific duties not included in job description.
3. Unit mission and specific goals set for the rating period.
4. Priorities established for the officer during the rating period.

\_\_\_\_\_  
Signature of Rater Officer

\_\_\_\_\_  
Signature of Rating Officer  
-----

COUNSELING PERIOD NUMBER 2

Date Conducted \_\_\_\_\_ Counseling (Rating) Officer \_\_\_\_\_

1. Suggested revisions of Job Description of officer being counseled.
2. Suggested changes to specific duties originally outlined.
3. Up-date or revision of original performance objectives.
4. Discussion of strong points of duty performance.
5. Discussion of weak points of duty performance.

\_\_\_\_\_  
Signature of Rated Officer

\_\_\_\_\_  
Signature of Rating Officer  
-----

COUNSELING PERIOD NUMBER 3

Date Conducted \_\_\_\_\_ Counseling (Rating) Officer \_\_\_\_\_

1. Job performance of officer during rating period.
2. Suggested improvements to be made in overall duty performance.
3. Discussion of noted improvements during period.
4. Discussion of deficiencies (Weak points) noted during period.

\_\_\_\_\_  
Signature of Rated Officer

\_\_\_\_\_  
Signature of Rating Officer

This form will be reproduced at unit level and one copy forwarded to OPMS after each counseling session.

## CHAPTER 6

OPMS CAREER PLANNING AND PROFESSIONAL DEVELOPMENT6-1. PURPOSE AND SCOPE:

a. The purpose of this chapter is to provide instructions and general guidance to assist officer career managers, commanders, and staffs, as well as the individual officer, in career planning and professional development for all officers assigned to the WVARNG.

b. Career planning and management of professional development of officers in the West Virginia Army National Guard are mutually supportive in that one cannot function in the absence of the other.

6-2. BASIC ELEMENTS:

a. OPMS Career Planning for all WVARNG officers involves the entire field of personnel management and facilitates the realization of the following objectives:

(1) Provide for the maximum development and full utilization of an officer's inherent abilities, aptitudes and interests, and the best use of his required skills and accumulated knowledge. It must be recognized that an officer makes maximum use of his/her talents and skills when their duty assignments are consistent with their capabilities.

(2) Proper career planning assists in building and maintaining a corps of highly motivated and competent officers. This results in a more efficient and proficient Army National Guard for West Virginia.

(3) Careful career planning enables the WVARNG to fulfill its obligation to our national interests.

b. Orderly career planning requires early establishment of a program to provide for progressive duty assignment and maximum utilization of available military schooling in order to meet current needs and to develop necessary skills for future assignments. To insure success of the OPMS program in the WVARNG, the following policies and plans are hereby established:

(1) All officers are to be assigned according to the state requirements and to their individual qualifications, and that all qualifications are properly documented and made a matter of record in qualification files.

(2) The professional capabilities of all officers are developed through intelligently planned and progressive assignments to insure a sufficient number of qualified officers at all levels to accomplish our assigned missions.

(3) All officers have equal opportunity for promotion selection and for higher assignments on the basis of their demonstrated merit.

(4) All officers are to be counseled on a continuing systematic basis in order to provide them with accurate and adequate guidelines to properly guide and motivate them in their assignments. THIS IS A RESPONSIBILITY OF ALL RATERS!!!!

### 6-3. RESPONSIBILITIES:

a. The Adjutant General for West Virginia: Effective career planning of all WVARNG officers begins with the State Adjutant General who possesses an inherent responsibility for personnel management and assistance in career management and professional development of officers by:

- (1) Development of policies affecting an officer's career.
- (2) Development and implementation of appropriate promotion and retention policies in accordance with existing regulations.
- (3) Assignment of officers on a basis that provides for proper career development opportunities.
- (4) Establishment of priorities for attendance of WVARNG officers at Army Service Schools and careful screening applications to insure that requesting schooling is related to the current or contemplated future assignment of the officer.
- (5) Establishment of OPMS Management Section within his Office to supervise such operations with necessary personnel in the section to support the OPMS program for West Virginia.
- (6) Exercise supervision through the Chain of Command over the function of the OPMS for West Virginia.

b. Deputy Chief of Staff Personnel and Administration (DCSPA): DCSPA has the overall responsibility under the direction of the Adjutant General for the establishment and administration of the OPMS program for West Virginia. He has the responsibility for guidance and coordination of the overall assignment, classification, and career development of all WVARNG officers in accordance with pertinent regulations and recommendations from the commanders of troop units within the State. Additionally, he is responsible for:

- (1) Preparation and maintenance of the State master development plan.
- (2) Establishment, operation and supervision of the OPMS for the WVARNG under the direction of the Adjutant General.
- (3) Maintains coordination with commanders at all levels and personnel technicians throughout the State concerning officer career management and development.
- (4) Establishes professional development guidelines for officers of the WVARNG.
- (5) Makes final determinations with concurrence from the Officer Personnel Classification Board (OPCB) on the designation of primary specialty assignments and redesignation to all officer specialties and the awarding of specialty skill identifiers upon the recommendations from troop Commanders.
- (6) Establishes and maintains records, rosters, data cards, and suspense files required to properly administer officer career management and professional development of officers of the WVARNG.

(7) Determines projected assets versus projected authorizations of officers within the WVARNG in order to match available specialties with authorizations and vacancies.

(8) Develops and publishes officer career counseling instructions and provides supplemental counseling for officers of the WVARNG.

(9) Maintains coordination with and approves recommendations for military schooling for WVARNG officers.

(10) Conducts periodic visits to troop units throughout the State to promote and coordinate actions pertaining to officer career management and professional development programs.

c. Commanders and/or Supervisors: Commanders and supervisors at all levels must give the fullest consideration to the individual officer's professional development needs when making or recommending assignments and training or education. Additionally, they are responsible for:

(1) Possessing knowledge of the many options available to their subordinate officers such as military schooling, available assignments within designated specialties, and other opportunities which contribute to an officer's professional development.

(2) Carrying out an effective counseling program to develop and motivate officers toward those choices which will contribute most beneficially to the attainment of professional development objectives for each officer within their Command. NOTE: There is no substitute for the counsel provided by senior officers, commanders, and supervisors whose experience is invaluable in informing, guiding, and motivating younger officers on matters pertaining to their professional development.

(3) Maintaining correct and timely records on assigned officer qualifications such as military schooling completed, prior military experience and assignments, civilian work experience, civilian schooling completed, and other data deemed necessary for career development of the individual, and insuring that these records and reports are made a matter of record in the office of the DCSPA.

d. Individual Officer Responsibilities: Officer Career guidance and professional development in the WVARNG is a joint effort between the individual officer, commanders at all levels, the immediate supervisors of each officer, and the office of the Adjutant General. The individual officer however, bears the basic responsibility to take the initiative in achieving the knowledge and skills needed to perform successfully in positions of increasing challenges and responsibility. Additionally, the individual officer must:

(1) Be aggressive in perfecting his performance and in acquiring the necessary education and experience required in his designated specialties.

(2) In coordination with the commander and the State OPMS manager, plan his professional development in a manner that not only conforms to his individual desires but provides for a realistic consideration of immediate and long range requirements of the WVARNG.

(3) Make known to his supervisor and/or commander, the type of duty, training, and education that best correspond to his aptitudes, interests and professional development goals so that he can contribute to the WVARNG in that endeavor which he does best.

(4) Seek guidance from his/her superiors and commanders. He must formulate career plans with consideration given to the amount of time he can afford to be away from his family and civilian pursuits in order to obtain required military schoolin, and/or development of needed skills to facilitate proper development.

(5) Continually evaluate his own progress and make necessary modifications and adjustments in order to achieve his established goals.

6-4. DUAL SPECIALTY DEVELOPMENT: Under dual specialty development the objective is for each officer to gain and maintain proficiency in both a Primary and an Alternate specialty. The first goal of an officer in the WVARNG will be to properly qualify himself for and be awarded a primary specialty. This is of primary importance while he is in his formative years of his career development (prior to gaining field grade rank). However, all officers should be encouraged to develop skills for the award of an alternate specialty in addition to their primary specialty skill. Alternate specialty designation will not be formally conducted for WVARNG officers until the officer has completed the Command and General Staff College and when the future anticipated assignment in the grade of LTC or higher requires development in a specialty other than the officer's primary specialty. All officers will be encouraged but not required to develop skills associated with an alternate specialty either through civilian education and vocation or military education. The following factors will impact on an officer in the WVARNG who is qualifying for the award of an alternate specialty (ASI):

- a. Amount of past military experience and school training in a particular specialty field.
- b. Civilian occupation corresponding to their civilian schooling experiences.
- c. Various reorganization of the units to which he has been assigned that required changes in assignments, provided that proficiency is being maintained.
- d. Availability of funds for school training in the ASI desired.
- e. Recommendations and approval by commanders involved and the State OPMS Manager for final approval of award of a SSI, ASI and/or LIC.
- f. The personal preference of the officer concerned.

6-5. PROFESSIONAL DEVELOPMENT PHASES AND OBJECTIVES:

a. Generally, there are five phases of officer professional development. They correspond to military grade, typical duty assignments that are expected during each phase, and a progression of education and training opportunities as the officer moves up through the ranks. As a guide, specific professional development objectives are outlined and discussed in Chapters 8 through 28, DA PAM 600-3.

b. The five phases of WVARNG officer professional development and their objectives are:

(1) Lieutenant Phase: The objective is to commence training and development in an officer's primary specialty, and to acquire maximum practical leadership experience and basic knowledge of the military profession.

(2) Captain Phase: The objective is to continue development in an officer's primary specialty and encourage development in an alternate specialty, while continuing to grow in practical leadership experience and professional military knowledge.

(3) Major Phase: The objective is to continue development in the officer's primary specialty while emphasizing the development in his alternate specialty and acquiring the staff and leadership experience, and professional military knowledge, appropriate to an officer in the grade of Major.

(4) Lieutenant Colonel Phase: The objectives of this phase are to continue development in the officer's primary and/or alternate specialties by assignment and utilization in each and continue to acquire leadership, staff experience, and professional military knowledge appropriate to an officer in the grade of LTC and to demonstrate potential for advancement through service in positions of higher responsibility in either his primary or alternate specialty.

(5) Colonel Phase: The objective of this phase is maximum utilization of the officer's capabilities, development of managerial skills, and executive talents in positions of high responsibility in either his primary or alternate specialty. Utilization will emphasize the specialty in which the officer is best qualified or most required if possible.

#### 6-6. DESCRIPTION OF CAREER PATTERNS:

a. Career patterns are chronological "pathways" or "ladders" followed by WVARNG officers from the time they are commissioned until the time they attain the highest positions of responsibility commensurate with their capabilities. These career patterns are useful as a basis for individual career planning.

b. Career patterns have been developed by the respective branch monitoring agencies within the DA concerning each specialty for officers. They are outlined in DA PAM 600-3, and will be used as a guide for WVARNG officers. This headquarters will develop career patterns of all WVARNG officers.

c. Additionally, this headquarters will develop and devise a Professional Development Plan utilizing figure 4-1, to DA PAM 600-3 as a guide, that will be suitable for use for all WVARNG officers. This plan will be prepared and maintained on each officer in the WVARNG. It will be completed in agreement both with the individual officer, his commander, and the DCSPA.

6-7. APPOINTMENT OF OFFICERS IN THE WEST VIRGINIA ARMY NATIONAL GUARD:

The appointment of officers in the WVARNG is a function of the State Adjutant General. An officer appointed in the WVARNG acquires a dual status by becoming a member of the Federally recognized Army National Guard and as a Reserve Commissioned Officer of the Army. Federal recognition will continue in effect as long as the officer continues to meet the requirements of his grade and position or until recognition is withdrawn. The term of appointment as a Reserve Commissioned Officer of the Army is for an indefinite period, and is not contingent upon continued Federal Recognition in the West Virginia Army National Guard.

6-8. ASSIGNMENTS AND TRANSFERS OF OFFICERS: The assignment and transfer of officers within the WVARNG is a function of the Adjutant General. Applicable unit TOE or TDA prescribes the grade and branch and or specialty in which an officer may be assigned. Certain exceptions to this policy are made for AMEDD, JAG, CHAPLAINS, and Army Aviators. These exceptions are explained in Chapter 4, to NGR 600-100.

6-9. OFFICER PROMOTION POLICIES:

a. The promotion of officers in the WVARNG is also a function of the Adjutant General. As in original appointments, an officer promoted by State authority, has a State status in the higher grade under which he can function. However, to be extended Federal recognition in the higher grade, he must have satisfied certain requirements as is prescribed in Chapter 9, to NGR 600-100.

b. Promotion to the next higher grade will be made without regard to race, sex, religion, or national origin, and will be accomplished only when an appropriate vacancy in the higher grade exists in the unit. Recommendation for promotion of all officers in the WVARNG will be based on the individual officer's potential service in the higher grade and not as a reward for past service. Promotion considerations will also be based upon efficiency, time in grade, professional qualifications, and demonstrated performance for positions of greater responsibility.

c. Eligibility for Promotion: To be eligible for promotion to a unit vacancy, an officer in the WVARNG must:

- (1) Be recommended by his/her commander, and the Adjutant General.
- (2) Be in a promotable position in the unit.
- (3) Be in an active status.
- (4) Meet the medical standards as prescribed in AR 40-501.
- (5) Have completed the minimum years of promotion service as follows:

- (a) MINIMUM PROMOTION SERVICE:
  - 2LT to 1LT...3 Years
  - 1LT to CPT...2 Years
  - CPT to MAJ...4 Years

MAJ to LTC...4 Years  
LTC to COL...3 Years

(6) Have completed the minimum military education requirements as follows:

(a) MINIMUM MILITARY EDUCATION REQUIREMENTS:

FOR PROMOTION TO:

EDUCATION REQUIREMENTS:

\*2LT to 1LT Any branch basic, company, battery, orientation, or familiarization course (Group III courses).

1LT to CPT (Same as for 2LT to 1LT), (See Notes 4 & 5 below).

FOR PROMOTION TO:

EDUCATION REQUIREMENTS:

CPT to MAJ Any branch advanced or Career Course (Group II Courses).

MAJ to LTC Fifty percent of the C&GSC Course (Group I Courses).

LTC to COL Any C&GSC Course (Group I Courses), (See Note #2 below).

COL to BG Any C&GSC Course (Group I Courses), (See Note #3 below).

BG to MG Any C&GSC Course (Group I Courses), (See Note #3 below).

NOTES:

1. The Qualifying courses, by group are identified as follows:

a. GROUP I COURSES: USAC&GSC Courses (Regular Course; Associate Course; Any wartime resident General or Service Staff Course; Special Associate Courses; Staff Extension Courses; Extension Course, including Phase X, USAR School Associate C&GSC Course; Resident/non-resident Extension Course; Mobilization General Staff Officer Course; JAGC Reserve Components Staff Course; USAR School & C&GSC courses which include Associate Courses-Division & Advance and Associate Course).

b. GROUP II COURSES: Regular Advanced or Career Course; Associate Advance or Career Course; Advanced or Career non-resident or combination resident/non-resident course (including USAR School Courses); and Mobilization Advance Courses.

c. GROUP III COURSES: Branch School Courses (Regular or Associate Basic Course; Company or Battery Course; Branch Orientation or Familiarization Course; Mobilization Basic Course; Non-resident or Combination resident/non-resident company, battery, or orientation, or familiarization course.) \*2LT's appointed after 27 Feb 76 must complete their branch qualification course within 12 months of being commissioned. (Eighteen months for female officers.) AG may grant a 6 month waiver on a case-by-case basis when fully justified.

2. Entire Group I course must be completed within 3 years after promotion.

3. State Adjutant Generals are considered to meet these requirements if the Federal Recognition Board determines he was previously found fully qualified in meeting the military education prerequisites for promotion to COL in the branch in which serving at time of consideration.

4. Armor and Infantry Specialty courses are compatible for promotion either specialty.

5. ADA and FA with 6 months active duty are compatible for promotion to CPT in either specialty.

(7) Must not have been non-selected for mandatory promotion by the most recent DA Board that considered the officer.

d. Exceptions to Officer Promotion Eligibility: The following exceptions apply to eligibility for promotion of WVARNG officers to unit vacancies:

(1) Effective 1 January 1977, the officer must be able to serve a minimum of two (2) years in the higher grade before mandatory removal from an active status.

(2) An Army National Guard Officer who has been in the inactive ARNG or in an inactive status as a Reserve Commissioned Officer may not be considered for promotion until at least one year after the date on which he returned to an active status.

(3) A second or first lieutenant who has served creditably in his present grade in a captain's position for an aggregate of 12 months or more may be promoted without regard to the time in grade provisions of paragraph 6-9c(5)(a) above, providing that his evaluation reports have clearly reflected promotion potential. An officer may be promoted only once under this exception.

(4) An officer of the WVARNG whose branch and/or primary specialty was changed by change in unit structure (conversion, reorganization, etc.), may be promoted within three (3) years of such action if:

(a) He/she was qualified for promotion in the old branch and/or primary specialty.

(b) Action is being taken to re-qualify in the new branch and/or primary specialty.

#### 6-10. OFFICER BRANCH TRANSFERS:

a. Branch transfer actions for officers will be initiated by, or with the consent of, the officer concerned in letter form, through channels to the Adjutant General, supported by evidence of the officer's qualification in the new branch, if not already a matter of record. If approved, the Adjutant General will forward request to a Federal recognition Board for action, and a recommendation for a technical waiver to satisfy education requirements of the new branch. Actions listed below involving change of branch are exempt from action by a Federal Recognition Board:

(1) Officer branch transfers incurred as a result of DA directed change in unit structure.

(2) Branch transfers of officers previously found qualified by a Federal Recognition Board in the grade and branch to which transfer is requested.

(3) ARNG and USAR 2LT's who have not completed a Group III Course as shown in paragraph 6-9c(6)(a) above.

b. Limitations. Branch transfers are not authorized to or within Chaplain or AMEDD branches. Transfers to these branches are governed by the provisions of Chapter 2, to NGR 600-100.

6-11. BRANCH SUBSTITUTION: When an officer is not available for assignment to a branch material MTOE/TDA position, the position may be filled by substituting an officer of another branch. Authorized substitutions are listed in ANNEX "B", this regulation.

6-12. MANDATORY CONSIDERATION FOR PROMOTION:

a. An understanding of the provisions of the Reserve Officer Personnel Act of 1954 is essential to WVARNG officers in developing and pursuing their career plans. The provisions of ROPA assure that officers of the WVARNG and the USAR who meet the qualifications for higher grades are able to advance at a prescribed rate. It requires mandatory consideration for promotion to the next higher grade by the DA after accruing a specified number of years of total commissioned service and time in grade.

b. Many officers have the impression that successful completion of the minimum military educational requirements (requirements for unit promotion) will result in their automatic selection when they are considered by mandatory selection boards. Selection boards operate under the fully-qualified method of selection rather than the best qualified method. However, even under the fully-qualified method, completion of the appropriate military educational level is just one of several factors that are considered by the selection boards. As important as military education is, it cannot compensate for any recent period in the officer's service in which his/her manner of performance, will be viewed by the members of the selection board along with their other records.

c. There are two particular elements of ROPA that should be of special concern to all WVARNG officers as they seek to establish a career program. They are "total years of commissioned service", and "years of promotion service" (time in grade). These elements are defined as follows:

(1) Total years of Commissioned Service is the number of years that an officer holds a commission in any of the Armed Forces (regular or reserve). However, officers initially commissioned after age 25 will, for the purposes of ROPA, accrue years of commissioned service from their 25th birthday. For example, an individual who was commissioned at age 27 counts years of commissioned service from his/her 25th birthday and has on the day that he/she accepted their commissioned appointment, a credit of two (2) years service. Further constructive credit is applied under certain circumstances for medical officers, dentists, and other professionals.

(2) Years of Promotion Service (or time in grade) is the number of years that an officer has served in his/her permanent grade. ROPA establishes a minimum number of years that an officer must serve prior to being promoted as well as the maximum number of years he/she may remain in any one grade before being mandatorily considered for promotion to the next higher grade. These minimum and maximum periods for mandatory consideration are:

<u>TO:</u>	<u>PROMOTION SERVICE:</u>	<u>YEARS OF SERVICE:</u>
1LT	3 Years in Grade of 2LT	None
CPT	4 Years in Grade of 1LT	6 Years
MAJ	7 Years in Grade of CPT	12 Years
LTC	7 Years in Grade of MAJ	17 Years

e. Selection Boards are convened annually at CONUS Army level to consider 1LT's for promotion to CPT through COL for promotion to the next higher grade with considerations as follows:

<u>CONSIDERING:</u>	<u>PROMOTION TO GRADE OF:</u>
Army Medical Department	CPT, MAJ, and LTC
Army Promotion List and Chaplains	COL
Army Medical Department	COL
Army Promotion List and Chaplains	CPT
Army Promotion List and Chaplains	MAJ
Army Promotion List and Chaplains	LTC

f. All officers must understand that they will be mandatorily considered for promotion in the year preceding the year in which they actually complete the required promotion service so that, if selected, they may be promoted effective on the date of completion of prescribed service. This must be considered in developing career plans to insure that the minimum military educational requirements are completed prior to convening of the selection board.

g. Any WVARNG officer who is mandatorily considered and selected for promotion may elect one of the following options:

(1) Acceptance of promotion with continued assignment to the WVARNG, provided there is a position vacancy for the higher grade.

(2) Declination of promotion with continued assignment to the WVARNG in present grade and retention of their names on the promotion with continued assignment to the WVARNG in present grade and retention of their names on the promotion list for a period not to exceed 3 years if found qualified on his/her first consideration. When an officer is offered a declination following a second consideration for promotion his/her case will be reviewed in the same manner, however, their declination will be approved for a period of not more than two (2) years. This is contingent upon approval of the Adjutant General. If the officer is a LTC, and he elects this option, his name will be removed from the promotion list, and will then be reported for consideration again by the next selection board.

(3) Acceptance of promotion with assignment to the Army Reserve. If the officer elects this option, his/her Federal Recognition will be withdrawn effective on the date of the election, or on the day prior to their promotion eligibility date, whichever is later.

h. Non-selection for promotion constitutes a passover for 1LT's, CPT's and MAJ's, and they will be considered the following year by a new board along with officers who are in the zone of consideration for the first time. Officers in the grades of 1LT through MAJ who were nonselected by a selection board convened under AR 135-155 may not be considered for unit promotion under this section until they have again been considered and selected by a succeeding board. Officers twice failing selection for promotion will be discharged from their commissioned status or transferred to the Retired Reserve provided they are eligible and apply for such transfer, except those eligible for retention under the provisions of paragraph 6, to NGR 635-100.

#### 6-13. SELECTIVE RETENTION PROGRAM:

a. A continuing program of selective retention is essential to provide for progression of qualified officers at proper intervals in their careers. The broad goals of the WVARNG selective retention program are:

(1) Insuring that only the most capable officers are retained beyond 20 years of qualifying service for assignment to the comparatively few higher level command staff positions.

(2) Providing Career Incentive.

(3) Insuring an opportunity for advancement to the higher grade at the peak years of an officer's effectiveness.

b. Selection boards are convened annually in the State, to consider officers and warrant officers in the grades of Colonel and below for selective retention beyond 20 years of qualifying service for retired pay. (Computation for retired pay is the combined total of all officer, warrant, and enlisted service which is creditable for retirement purposes).

c. The annual selection board will consider officers and warrant officers who accrue 20 years of qualifying service as of 31 December of the preceding year as well as all those who were considered 2 years prior.

d. Complete details of the selective retention program for officers can be found in NGR 635-102.

#### 6-14. RETIREMENT:

a. One of the benefits accruing to members of the WVARNG is retirement which is paid to the retired Guardsman without any monetary contributions on his/her part.

b. Retired pay is granted after completion of 20 or more years of qualifying service and upon attaining age 60. This pay is based on the highest Federally recognized grade satisfactorily held at any time during the individual's period of service with the following stipulation: "Such service in the highest grade must have been served on either extended active duty or in an active status in a reserve component for at least 185 days or six calendar months, for officers and enlisted personnel, and 31 days for warrant officers". NOTE: This only applies to members retiring on or after 25 February 1975.

c. A guardsman must earn a minimum of 50 retirement points for each year of service in order to have that year credited as qualifying service. Accrual of retirement points for each year of service must stand alone. Points that total more than 50 in one year of service cannot be credited to another year of service which had a total of less than 50 points. However, when an individual is in an active status for a period of less than a full retirement year, a prorated number of points must be earned in order to have that portion of a year credited as qualifying service.

d. Some of the ways that retirement points may be accrued are:

- (1) One point for each day of active duty, full time training duty, or annual training duty attended.
- (2) Fifteen points for each year of membership in an active status in the WVARNG or other Reserve component unit.
- (3) One point for each authorized training assembly attended.
- (4) One point for each 3 credit hours of Army Correspondence Course lessons completed.

e. Although all points earned by a member are credited on his NGB Form 23, current law provides that a maximum of 60 points per retirement year earned in categories d(2), d(3), and d(4) above, may be used in computing retired pay.

f. NGR 640-1 and AR 135-180 prescribe methods and procedures to be followed in computing and recording years of service for retired pay for members of the WVARNG.

g. All members and former members who have required qualifying service for retirement should contact the nearest WVARNG unit not later than 120 days prior to their 60th birthday for assistance in applying for retired pay.

h. Upon application by the individual member, retired pay will be computed by the US Army Finance Center, Indianapolis, Indiana, under a general formula of 2.5 percent of the active duty annual rate multiplied by the number of qualifying years of service.

## CHAPTER 7

OFFICER MILITARY EDUCATION PROGRAMS:7-1 GENERAL:

a. There are a variety of schools and courses, both resident and non-resident, that provide military education for WVARNG officers. These educational programs, designed to increase and update the professional knowledge of each officer, have the secondary goal of satisfying promotional prerequisites. The purpose of this chapter is to acquaint WVARNG officers with the educational opportunities available to them and to assist in long range planning of Officer Career Programs (see Annex "E", for educational requirements for promotion of officers in the WVARNG).

b. In considering military educational programs, first priority will be given to branch and primary specialty qualifications, and finally skill courses that are outside the officer's required field of specialization but which are still designed to improve the proficiency or qualification of an alternate specialty of the participating officer. In his/her career planning, an officer should always give primary consideration to fully qualifying himself to perform in his primary specialty. As time and available funds permit, he can then take advantage of additional training in an alternate specialty field.

7-2. ARMY SERVICE SCHOOLS:

a. Individual officers may be authorized to participate in a course of instruction at any Army Service School, provided such instruction will qualify the individual for his/her present or planned military assignments or will contribute to the military proficiency of their unit. Attendance at Army Service Schools by officers in the WVARNG will be given first priority within funds made available to the State for school training purposes.

b. DA PAM 351-4, as supplemented by pamphlets and directives from TRADOC provides information concerning formal courses of instruction offered at active Army schools and other courses conducted for the Army by various agencies of the Department of Defense. This information includes course title, length, location, scope of instruction, prerequisites, required security clearance, course number, starting date, and specialty (MOS) number for which designated. Courses of particular interest to WVARNG officers are:

- (1) Branch Officer Basic Course (resident/non-resident).
- (2) Branch Officer Basic Courses (resident).
- (3) Branch Officer Basic Courses (non-resident).
- (4) Branch Officer Orientation Courses (resident).
- (5) Branch Officer Advance Courses (due to limited quotas, only highly qualified and carefully selected captains of the WVARNG are authorized to attend these resident courses).
- (6) Branch Officer Advance Courses (non-resident/resident).
- (7) Branch Officer Field Grade Refresher Courses.
- (8) Command and General Staff College Courses (non-resident/resident).

(9) US Army War College Courses.

(10) Specialist courses for training in specific specialties (MOS) subjects of additional skill qualifications such as airborne.

C. Schedules for these courses are published annually on a fiscal year basis by TRADOC.

d. Applications for attendance will be prepared using NGB FORM 64, and will be submitted through channels to the Chief, NGB, ATTN: NGB-ORO-S, for final approval.

7-3. USAR SCHOOLS:

a. There are over 100 USAR schools located throughout the continental United States whose mission is to provide a progressive system of military education for Reserve component officers, not on active duty, that parallel as closely as possible the Non-resident/resident branch officer basic and advanced courses of the US Army Service Schools and the Non-Resident/Resident courses of the US Army Command and General Staff College.

b. These programs cover a time span of 2 to 3 years and are divided into two parts: Reserve Duty Training (RDT) and Active Duty Training (ADT). The Reserve duty Training, conducted during the fall/winter/spring each year, consists of formal classroom instruction presented by USAR School instructors and is normally held in USAR School facilities. The Active Duty Training is composed of two weeks of instruction conducted during the summer period each year at active Army installations.

c. Information as to enrollment procedures can be obtained from the organization of assignment or from this office.

7-4. ARMY AREA SCHOOLS:

a. For certain specialized branches and skills, CONUS Armies are authorized to conduct courses of instruction for members of the WVARNG under the provisions of NGR 350-1.

b. For individuals requiring intelligence training, each CONUS Army conducts an annual Intelligence Training Army Area School (ITAAS) during the summer months. Details of these courses and application procedures are announced by the O&T office, this headquarters.

7-5. ARMY CORRESPONDENCE COURSES:

a. The Army Correspondence Course Program (ACCP) provides progressive education opportunities through correspondence study for WVARNG officers. This type of military educational study has proven to be ideal for WVARNG officers who cannot take advantage of resident courses due to their restrictive time requirements which would take the officer away from his civilian pursuits. Army Correspondence Courses are prepared

and administered by the various army schools and offer career development opportunities at the Basic Branch, Advanced, USC&GSC, and the Army War College levels. They also offer functional correspondence courses that cover the knowledge in a particular job assignment such as: Motor Officer, Food Service Officer, Personnel Officer, Adjutant, and many others concerning various assignments at troop unit levels. These latter courses are available as an additional curriculum for specific areas of assignment.

b. Interchangeable programs are available to officers whereby these courses, except those at the Army War College, can be completed by pure correspondence study or by a combination of correspondence study and resident training at the Army Service schools.

c. Applications for enrollment in Army Correspondence Courses are prepared on DA Form 145, at the unit of assignment and forwarded through channels to Army Correspondence Courses Programs.

d. DA PAMPHLET 351-20 prescribes the scope of the courses and the prerequisites for enrollment. Each Army Service School administering the program also publishes a catalog which further lists all courses offered by the particular school and includes subject matter of the course, titles of each subcourse included in the course, credit hours of each subcourse and total credit hours for the course, and complete instructions for completing the course. Each organizational headquarters of troop units will obtain and have on file copies of correspondence course catalogs from all schools which contain courses relevant to assignments within the organization.

7-6. FIELD GRADE REFRESHER COURSES: Branch refresher courses, usually of 2 week duration, are conducted by branch schools to provide current doctrine in branch matters, nuclear weapons, and other special subjects. While no credit for promotion is given for attendance at these courses, the opportunity to update professional knowledge is of great value to all WVARNG officers.

7-7. SPECIALTY COURSES: Many military school courses are conducted to provide the knowledge or skills required for a specific assignment. Additionally, some of the Army service schools offer officer orientation and familiarization courses for junior officers who are graduates of a basic branch course and have undergone a branch transfer due to reorganization or change of unit assignments due to change of residence from one geographic location to another. Complete information concerning this program is contained in the US Army Formal Schools Catalog (DA PAM 350-10).

7-8. ARMY MEDICAL DEPARTMENT (AMEDD) PROFESSIONAL POSTGRADUATE SHORT COURSE PROGRAMS: Short professional courses, usually 3 to 11 days, are conducted at various Army Medical Facilities each year. These courses present an excellent opportunity for the professional members of the AMEDD braches to increase their knowledge in the military aspects of their professionalism.

*Robert L. Childers*  
ROBERT L. CHILDERS  
Major General (WV)  
The Adjutant General.

## ANNEX "A"

FORM LETTER TO OFFICERS OF THE WVARNG CONCERNING OPMS:

DEAR \_\_\_\_\_.

1. The Officer Personnel Management System (OPMS) requires that all current ARNG officer military occupational specialties (MOS) be redesignated as Primary and/or Alternate (secondary) specialties in accordance with AR 611-101, NGB PAM 600-1.
2. In addition to your Primary Specialty Skill Identifier (to be determined by the current unit assignment that you are assigned to according to the organizational MTOE), you can also be awarded the following Specialties and/or Skill Identifiers if your service and/or experience qualifies you for such awards:
  - a. Secondary (or Alternate) Specialty: You can be awarded a Secondary Specialty Skill in addition to the Primary Skill Identifier if you qualify for such award due to experience of military positions by adequate prior service, successful completion of certain military or civilian education, or certain civilian occupational experiences and qualifications.
  - b. Additional Skill Identifier (ASI): One or more ASI designations may be awarded according to special qualifications of current status held by you.
3. The award of each Specialty Skill Identifier (SSI), either primary or secondary (alternate), and Additional Skill Identifier (ASI) must be properly verified either by current entries on your Officer Qualification Record (DA Form 66 or DA Form 201). Verification can also be obtained from satisfactory evidence furnished by yourself in the form of diplomas, certificates, licenses, or acceptable letters of creditability. Copies of such verifications will be forwarded through channels to the undersigned, and if acceptable, will be made a part of your officer personnel and qualification records.
4. The undersigned will then make (for the Adjutant General) the final determination concerning award of (or withdrawal of) all specialty and additional skill identifiers. Your organizational Commanders, and/or Personnel Officers can however, assist in determination of background and recommendations through proper channels for all skill awards.
5. Inclosure 1 to this letter informs you of applicable Primary, Alternate, and/or Additional Skill Identifiers awarded to you according to evidence of qualifications currently recorded and/or filed in your personnel records. If communication is not received from you concerning this letter within a period of 45 days from your receipt thereof, assumption will be made by this officer of your agreement with the assignments as stated.

6. If you have additional qualifications for award of other skill identifiers not listed in paragraph 1 of attached Inclosure, you are requested to enter such in the applicable spaces in Paragraph 2, and return your proper documentation through proper channels to arrive this headquarters within 45 days after you receive this letter.

## ANNEX "B"

COMMISSIONED OFFICER BRANCH (SPECIALTY) SUBSTITUTION TABLE:

<u>IF TOE/TDA POSITION IS:</u>	<u>IT MAY BE FILLED BY SUBSTITUTING SPECIALTY CODE OF:</u>
1. Adjutant, Personnel Staff Officer (G1, S1); AcofS, G1 (SSI: 41A)	11, 12, 13, 14, 21, 25, 31, 35, 41, 42, 44, 74, 88, 91, 92.
2. Assistant Adjutant, Assistant Personnel Staff Officer; (G1, S1); Deputy ACofs, G1 (SSI: 41A)	11, 12, 13, 14, 21, 25, 31, 35, 41, 42, 44, 74, 88, 91, 92.
3. Supply Staff Officer; (G4, S4) (SSI: 92A or 92B)	11, 12, 13, 14, 21, 25, 31, 35, 41, 42, 44, 74, 88, 91, 92.
4. Assistant Supply Staff Officer; (G4, S4) (SSI: 92A or 92B)	11, 12, 13, 14, 21, 25, 31, 35, 41, 42, 44, 74, 88, 91, 92.
5. Supply and Service Officer; Assistant Supply and Service Officer; (SSI: 83A or 92A)	21, 25, 74, 88, 91, 92.
6. Supply Management Officer; (SSI: 92A or 92B)	21, 25, 74, 88, 91, 92.
7. Maintenance Staff Officer; (SSI: 91A)	21, 25, 74, 88, 91, 92.
8. ACofS, G5; (SSI: 48D)	11, 12, 13, 14, 21, 25, 31, 35, 41, 42, 44, 74, 88, 91, 92.
9. ACofS, Security; (G2, S2); (SSI: 35A)	11, 12, 13, 14, 21, 25, 31, 35, 41, 42, 44, 74, 88, 91, 92.
10. Army Aviation Staff Officer; (SSI: 54B)	11, 12, 13, 14, 21, 25, 26, 27, 35, 60, 61, 83, 86, 87, 88.
11. Motor Officer; (SSI: 77D)	11, 12, 13, 14, 21, 25, 31, 35, 41, 42, 44, 74, 88, 91, 92.
12. Communications and Electronics Officer; (SSI: 25A, 26A, or 27A)	11, 12, 13, 14, 21, 25, 31, 35, 41, 42, 44, 74, 88, 91, 92.

(Not applicable to Signal Units, which must occupy authorized MTOE Specialties).

IF TOE/TDA POSITION IS:

IT MAY BE FILLED BY SUBSTITUTING  
SPECIALTY CODE OF:

13. Headquarters Commandant; (SSI: None)	11, 12, 13, 14, 21, 25, 31, 35, 41, 42, 44, 74, 88, 91, 92.
14. Rotary Wing and Fixed Wing Aviator; (SSI: None)	11, 12, 13, 14, 21, 25, 26, 27, 35, 60, 61, 83, 86, 87, 88.
15. Aviation Unit Commander; (SSI: None)	11, 12, 13, 14, 21, 25, 26, 27, 35, 60, 61, 83, 86, 87, 88.
16. Fixed Wing and Rotary Wing Instrument Flight Examiner; (SSI: None)	11, 12, 13, 14, 21, 25, 26, 27, 35, 60, 61, 83, 86, 87, 88.
17. Experimental Test Pilot; (SSI: None)	11, 12, 13, 14, 21, 25, 26, 27, 35, 60, 61, 83, 86, 87, 88.
18. Aviation Safety Officer; (SSI: None); (ASI: 1S)	11, 12, 13, 14, 21, 25, 26, 27, 35, 60, 61, 83, 86, 87, 88.
19. Airfield Operations; (SSI: None)	11, 12, 13, 14, 21, 25, 26, 27, 35, 60, 61, 83, 86, 87, 88.
20. Aide-de-Camp; (SSI: None)	11, 12, 13, 14, 21, 25, 31, 35, 41, 42, 44, 74, 88, 91, 92.
21. Administrative Officer; (SSI: 42A)	11, 12, 13, 14, 21, 25, 31, 35, 41, 42, 44, 74, 88, 91, 92.
22. Nontactical Unit Officer; (SSI: None)	11, 12, 13, 14, 21, 25, 31, 35, 41, 42, 44, 74, 88, 91, 92.
23. Recruiting and Induction Officer; (SSI: 41B)	11, 12, 13, 14, 21, 25, 31, 35, 41, 42, 44, 74, 88, 91, 92.
24. Labor Relations Officer; (SSI: 42A)	11, 12, 13, 14, 21, 25, 31, 35, 41, 42, 44, 74, 88, 91, 92.

IF TOE/TDA POSITION IS:

IT MAY BE FILLED BY SUBSTITUTING  
SPECIALTY CODE OF:

- |                                                                     |                                                                   |
|---------------------------------------------------------------------|-------------------------------------------------------------------|
| 25. Selective Service Officer;<br>(SSI: 41B)                        | 11, 12, 13, 14, 21, 25,<br>31, 35, 41, 42, 44, 74,<br>88, 91, 92. |
| 26. ADP Plans and Operations<br>Officer: (SSI: 53A, 53B,<br>or 53C) | 11, 12, 13, 14, 21, 25,<br>31, 35, 41, 42, 44, 74,<br>88, 91, 92. |
| 27. Logistical Commander;<br>(SSI: 70A)                             | 11, 12, 13, 14, 21, 25,<br>31, 35, 41, 42, 44, 74,<br>88, 91, 92. |
| 28. Logistics Officer;<br>(SSI: 70A)                                | 11, 12, 13, 14, 21, 25,<br>31, 35, 41, 42, 44, 74,<br>88, 91, 92. |
| 29. Army Exchange Officer;<br>(SSI: 93E)                            | 11, 12, 13, 14, 21, 25,<br>31, 35, 41, 42, 44, 74,<br>88, 91, 92. |
| 30. Procurement Officer;<br>(SSI: 97A or 97B)                       | 11, 12, 13, 14, 21, 25,<br>31, 35, 41, 42, 44, 74,<br>88, 91, 92. |
| 31. Maintenance Officer;<br>(SSI: 91A)                              | 21, 25, 74, 88, 91, 92.                                           |
| 32. Mechanical Maintenance<br>Officer; (SSI: 77A)                   | 21, 25, 74, 88, 91, 92.                                           |
| 33. Foreign Aid Supply<br>Officer; (SSI: 92B)                       | 21, 25, 74, 88, 91, 92.                                           |
| 34. Information Officer;<br>(SSI: 46A)                              | 11, 12, 13, 14, 21, 25,<br>31, 35, 41, 42, 44, 74,<br>88, 91, 92. |
| 35. Public Communications<br>Officer; (SSI: 26A);<br>(ASI: 5W)      | 11, 12, 13, 14, 21, 25,<br>31, 35, 41, 42, 44, 74,<br>88, 91, 92. |
| 36. Civil Affairs Agricultural<br>Officer; (SSI: 48D);<br>(ASI: 6U) | 11, 12, 13, 14, 21, 25,<br>31, 35, 41, 42, 44, 74,<br>88, 91, 92. |
| 37. Psychological Operations<br>Officer; (SSI: 48B)                 | 11, 12, 13, 14, 21, 25,<br>31, 35, 41, 42, 44, 74,<br>88, 91, 92. |
| 38. Operations and Training<br>Staff Officer;<br>(SSI: 11A or 12A)  | Infantry Officers may serve in Armor<br>units and vice versa.     |

APPENDIX 1 TO  
ANNEX "A"FORM LETTER TO AND FROM OFFICERS OF THE WVARNG CONCERNING OPMS:

---

(DATE)

SUBJECT: Officer Skill Identifiers Under OPMS

TO:

---

(RANK) (NAME) (SSAN)

---

(UNIT OF ASSIGNMENT)

---

(ADDRESS)

1. In accordance with AR 611-101, dated 15 November 1975, NGB Pamphlet 600-1 (revised), and entries on your personnel qualification record on file in this headquarters, you have been awarded the following Primary, Alternate, and/or Additional Skill Identifier under provisions of the Officer Personnel Management System:

---

(PRINCIPAL SPECIALTY CODE  
AND SKILL IDENTIFIER)

---

(TITLE)

---

(ALTERNATE SPECIALTY CODE  
AND SKILL IDENTIFIER) (IF NONE SO STATE)

---

(TITLE)

---

(ADDITIONAL SKILL IDENTIFIER)  
(IF NONE SO STATE)

---

(TITLE)

---

(ADDITIONAL SKILL IDENTIFIER)  
(IF NONE SO STATE)

---

(TITLE)

2. Contents of this paragraph are to be completed by you and returned to The State OPMS Manager, within 45 days (Check One):

\_\_\_\_\_

I agree with the Specialty Skill(s) and Additional Skill Identifiers, if any, as shown in paragraph 1 above which have been awarded to the undersigned by the State OPMS Manager.

\_\_\_\_\_

I desire to submit the following recommended Alternate (secondary) Skill Identifier and/or Additional Skill Identifier. Documentary evidence of such qualifications in the form of either diplomas, certificates, licenses, etc, is forwarded herewith to substantiate this request:

\_\_\_\_\_  
(ALTERNATE SPECIALTY SKILL) (TITLE)

\_\_\_\_\_  
(ADDITIONAL SKILL IDENTIFIER) (TITLE)

INCLOSURES:

- 1.
- 2.
- 3.

\_\_\_\_\_  
(SIGNED)