Headquarters
Department of the Army
Washington, DC
15 April 1998

Administration

HQDA Staff Officer Training Program

Applicability. This memorandum applies to Headquarters, Department of the Army and its Staff Support and Field Operating Agencies within the National Capital Region. It also applies to major Army commands (MACOMs) within the National Capital Region.

Proponent and exception authority. The proponent of this DA Memo is the Chief of Staff, Army. The Chief of Staff has the authority to approve exceptions to this DA Memo that are consistent with controlling law and regulation. Proponents may delegate this approval authority, in writing, to a division chief under their supervision within the proponent agency that holds the grade of colonel or the civilian equivalent.

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1. Purpose

This memorandum prescribes responsibilities and procedures for the training of staff officers and civilians assigned to Headquarters, Department of the Army (HQDA). It applies to military and civilian personnel assigned to the Army Staff (ARSTAF) and the Office of the Secretary of the Army (OSA). Additionally, personnel assigned to HQDA field operating agencies (FOAs), staff support agencies (SSAs) or MACOMs, located within the National Capital Region (NCR), are invited to participate in this training program.

* This memorandum supersedes DA Memo 1-11 dated 15 March 1989.

2. References

Related publications are listed below.

a. AR 10-5, Organizations and Functions Headquarters, Department of the Army.

b. DA Pam 25-40, Administrative Publications: Action officers Guide.

c. DA Memo 10-7, Relationships Between the Office, Secretary of the Army and the Army Staff.

d. DA Memo 25-52, Staff Action Process and Correspondence Policies.

e. HQDA, The United States Army Posture Statement.

f. HQDA, Staff Officer's Guidebook.

3. Explanation of abbreviations and terms.

Abbreviations used in this DA Memo are explained in the glossary.

4. Responsibilities

a. The Director of Management (DM), Office, Chief of Staff Army (OCSA) will--

(1) Maintain overall staff responsibility for the HQDA Staff Officer Training Program.

(2) Conduct the HQDA Staff officer orientation and ensure tasks in appendix A are included in the program of instruction.

(3) Advise and assist HQDA agencies, as required, in developing their training programs.

b. The Administrative Assistant, Office, Secretary of the Army (SAAA) will--

(1) Provide oversight for the HQDA Staff Officer Training Program within the OSA.

(2) Provide instructor support for the HQDA Staff Officer Orientation as required.

c. Office of the Deputy Chief of Staff, Operations and Plans will--

(1) Maintain overall staff responsibility for the Force Integration Course and ensure tasks in appendix A are included in the program of instruction.

(2) Maintain attendance records for the Force Integration Course.

d. Office of the Deputy Chief of Staff, for Personnel will ensure a note is added to all assignment orders for newly assigned HQDA staff officers.

e. Principal Officials of HQDA will--

(1) Develop agency training programs for newly assigned military and civilian personnel per paragraph 6a.

(2) Ensure that newly assigned personnel attend the HQDA Staff Officer Orientation per paragraph 6b.

(3) Ensure that newly assigned personnel attend the Force Integration Course per paragraph 6c.

(4) Provide General Officers, and Senior Executive Service personnel or both, as required, to present briefings during the HQDA Staff Officer Orientation.

(5) Review the adequacy of their staff officer training programs annually.

5. Policy

a. The HQDA Staff Officer Training Program for newly assigned personnel begins with notification of assignment of a new staff officer and the sponsorship correspondence that follows. Upon arrival at HQDA, the process continues with hands on training, mentoring, and completion of three formal training phases:

(1) Agency training programs.

(2) The HQDA Staff Officer Orientation.

(3) The Force Integration Course.

b. Training phases (figure 1) will be completed sequentially starting with agency training and ending with completion of the Force Integration Course. Newly assigned staff officers will complete this program within 6 months of assignment to HQDA.

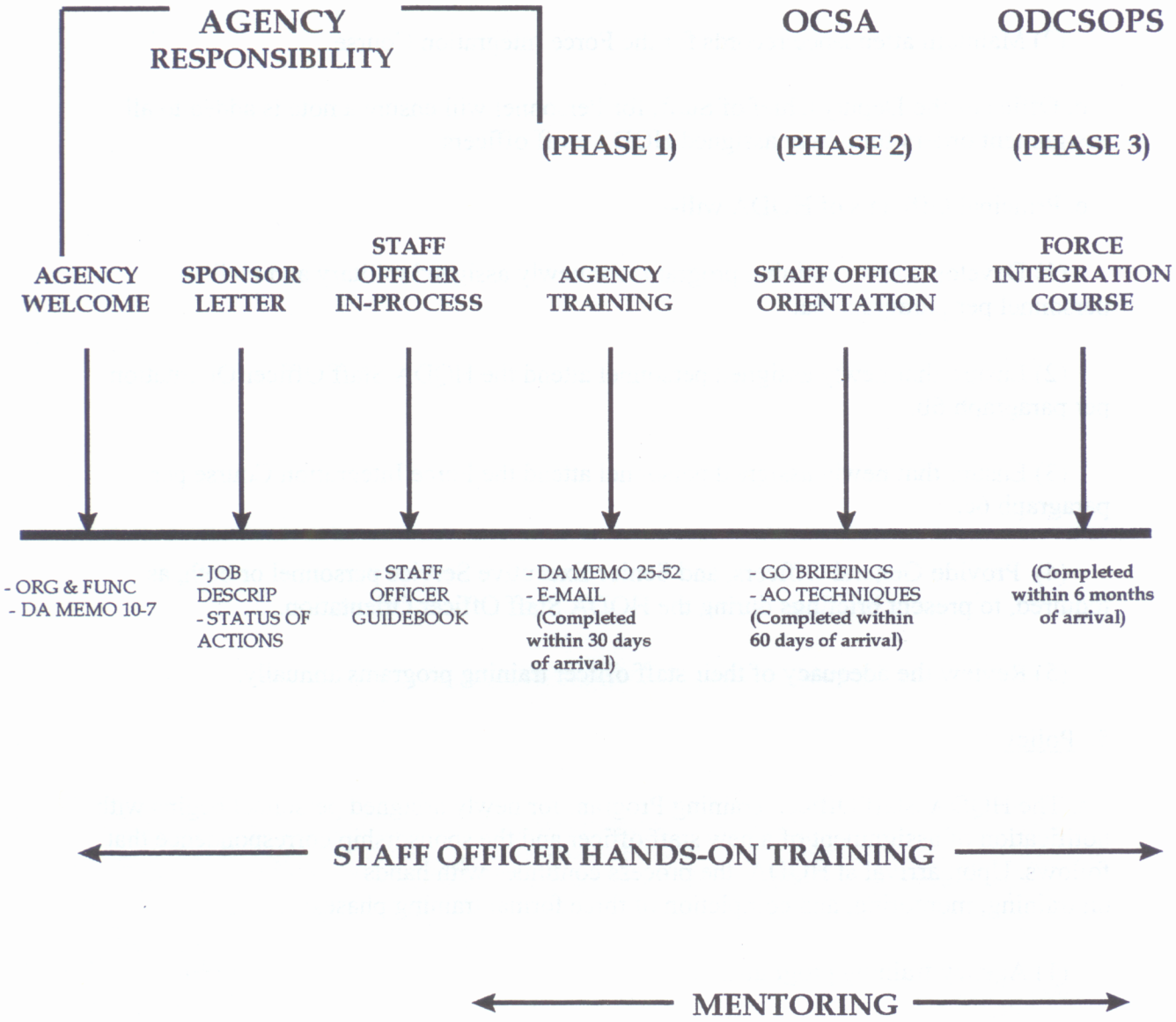


Figure 1. HQDA Staff Officer Training Program

6. Procedures

a. Agency training programs. This training phase provides newly assigned personnel with the immediate tools needed to become successful staff officers. In addition to the essential tasks described in appendix A, the content of staff officer training programs will reflect agency unique requirements. Linking this training to the sponsorship program allows the agency to begin the education of new staff officers before their arrival at HQDA. Documents that will help a new staff officer become oriented to HQDA and agency procedures should be dispatched with agency and sponsor welcome letters. An organization and functions manual, organization chart, job description, and standing operating procedures are examples of documents a new staff officer will find informative. Agencies are required to orient personnel new to the area upon their arrival. This includes the Pentagon, NCR installations, and other locations. Welcome packets can be obtained at Fort Myer, Welcome Center, building 202. New staff officers should also receive an orientation on agency security procedures and Headquarters, Department of the Army Decision Support Systems (HQDA DSS) training. New staff officers will complete agency training within 30 days of assignment. Completion of agency training is a prerequisite for attending the HQDA Staff Officer Orientation and Force Integration Course.

b. HQDA Staff Officer Orientation. This second phase of training provides newly assigned personnel a series of informative briefings on topics important to their development as effective staff officers. General officers from office, Deputy Chief of Staff for Operations and Plans; Office, Assistant Secretary of the Army (Financial Management); Programs Analysis and Evaluation Directorate; office, Secretary of the Army Public Affairs and representatives from the Office of the Administrative Assistant to the Secretary of the Army and office, Executive Communications and Control make presentations. The Director of the Army Staff also participates in the orientation. Attendance is mandatory for officers and senior noncommissioned officers (Colonels thru Sergeants First Class) and civilians (OS/GM 9-15). The orientation lasts 1 day and is offered four times annually. Orientation dates will be announced 60 days in advance by the office of the Director of Management (DACS-DMC-A). Newly assigned personnel will attend the first scheduled HQDA Staff Officer Orientation after completion of agency training. Completion of the HQDA Staff Officer Orientation is a prerequisite for attending the Force Integration Course.

c. Force Integration Course. This third and final phase of training provides staff officers a systemic overview of the force integration process with focus on "how the Army runs." The class is taught at the Army Force Management School (DAMO-FD-FMS) at Fort Belvoir, Virginia. Attendance is mandatory for officers (colonels and below) and civilians (GS/GM 9-15). The course will be offered for senior non-commissioned officers on a space available basis and with the approval of the NCO's division chief. The course lasts five (5) days and is offered 18 times annually. The office

of the Directorate of Management (DACS-DMC-A) will distribute the course schedule at the Staff Officer Orientation. DAMO-FD-FMS announces the course schedule 60 days prior to the start of the fiscal year. Staff officers will attend the course after completion of agency training and the HQDA Staff Officer Orientation.

Appendix A
Essential Task List

This appendix identifies tasks, by training phase, considered essential to the development of new staff officers assigned to HQDA. Principal HQDA officials will ensure the tasks listed in Phase 1 are taught in their respective programs. HQDA officials who are proponents for the tasks listed in Phases 2 and 3 will ensure they are taught during the HQDA Staff officer orientation and the Force Integration Course respectively.

PHASE 1: AGENCY TRAINING

Understand the HQDA Staff officer Training Program outlined in DA Memo 1-11
Understand the role of the Staff Actions Control offices
Understand agency standing operating procedures to include security procedures
Understand HQDA organization and functions
Read DA Memo 10-7, Relationships between the Office, Secretary of the Army and the Army Staff (ARSTAF)
Read The Army Plan
Read the Army Posture Statement
Understand team, division, and agency missions
Understand the Army Strategic Mission
Use DA Memo 25-52, Staff Action Process and Correspondence Policies
Understand role in the Program objective Memorandum (POM) process
Understand role in budget process
Develop and maintain a continuity book
Attend E-Mail/automation training
Maintain Army physical fitness and personal appearance standards
Maintain quality of life for individual and family
Develop and maintain suspense file
Understand horizontal coordination and integration

PHASE 2: HQDA STAFF OFFICER ORIENTATION

Organization and Functions: Secretariat (SAAA-PP)
Understand impact of the Goldwater-Nichols DOD Reorganization Act on HQDA
Understand organization and functions of the Secretariat
Understand impact of VANGUARD and HQDA Transformation Study on HQDA
Organization and Functions: Army Staff (ARSTAF) (ECC)
Understand organization and functions of the ARSTAF

The Executive Communications and Control Office (ECC)
Understand role of the Executive Communications and Control Office
Understand the purpose and functions of key Army-level forums for decisionmaking
Action Officer Techniques (ECC)
Understand the tasking process in HQDA
Understand techniques and requirements for staff action coordination and processing in HQDA
Understand the types of staff action papers used in HQDA
Understand the types of briefings used in HQDA
Compile an action officer reference library

Planning, Programming, Budgeting. and Execution System (DACS-DPZ)
Understand how the POM is built and identify the key players in the process
Understand the Planning, Programming, Budgeting, and Execution System (PPBES) cycle
Understand how the Program Analysis and Evaluation Directorate fits as programmer in the PPBES cycle
Understand POM tradeoffs
Understand what is in the Five
Year Defense Program

Army Budgeting (SAFM-BU)
Know the total Army budget position
Maintain a broad perspective of the Army Budget
Understand the impact of the OSD position on the budget process
Understand the history of the budget program
Understand the importance of timely budget input

The Army and National Military Strategy (DAMO)
Understand the National Military Strategy
Understand the Army's role in National Military Strategy
Understand the "Army as a Strategic Force"

Force XXI Office (DAMO-FDT)
Understand the Force XXI process
Understand the Battle Labs process

Army Public Affairs (SAPA)
Understand the Army's public affairs mission and resources
Know the staff officer's role in telling the Army story

PHASE 3: FORCE INTEGRATION COURSE

Roles, Functions and Missions
Understand the relationships of the National Command Authorities, Department of Defense, Office of the Secretary of Defense, the Joint Chiefs of Staff, the Army Secretariat, the Army Staff, unified commands and Army component commands/major Army commands describing the force management missions, responsibilities and actions required to accomplish the overall organizational mission concomitant to the operational missions of the Army.

Joint Strategic Planning System (JSPS)
Understand the interrelation of the Joint Strategic Planning System with the Planning, Programming, and Budgeting System and the Joint Operational Planning and Execution System after initiation by the Joint Strategy Review and the Service roles and functions incorporating applicable Army plans and programs.

Reserve Components
Understand the organization and functions of the National Guard Bureau and the United States Army Reserve Command and their integration with the Services in peacetime, mobilization and wartime environments.

Planning, Programming, Budgeting and Execution System (PPBES)
Understand the Army planning, programming, and budgeting and execution processes. Understand the development and structure of the Army Program Objective Memorandum and the formulation, justification and execution of budget estimates and program execution guidelines.

Force Development Overview
Understand the development processes to include the generation of requirements, organizational design, requirements documentation, authorization determination and documentation of authorizations. Gain knowledge of the impact of the Concept Based Requirements System, Force XXI, Louisiana Maneuvers, and Battles Labs on the requirement process.

Total Army Analysis (TAA)
Understand the qualitative and quantitative processes used to develop an executable below the line force structure over the program years, to include presentation of the Force Feasibility Review.

Authorization Documentation
Understand the processes used to develop supportable organization personnel and equipment authorizations.

Structure and Manpower Allocation System (SAMAS)
Understand the management of data for current, budget and program forces.

Structure and Composition System (SACS)
Understand the sustainment of organizations, personnel and materiel resources.

Organizational Integration
Understand the functional responsibilities and processes used to design and develop organizational models and to develop change documents that allow organizational requirements to progress along a modernization path.

Materiel Acquisition
Understand the management of the materiel acquisition process from mission need through post-production.

Test and Evaluation
Understand the planning and execution process of test and evaluation of materiel systems as reflected in the system Test and Evaluation Master Plan. Understand the linkage of materiel acquisition program test and evaluation to the overall force integration of the Army.

Manpower and Personnel Integration (MANPRINT)
Understand the processes used to integrate manpower and personnel considerations into the materiel acquisition process in order to influence system design characteristics.

Equipping the Force
Understand materiel distribution planning and execution; support and sustainment of materiel systems.

Integrated Logistics Support (ILS)
Understand the processes used to develop, acquire, test and deploy materiel system logistic support into the materiel acquisition process to influence system design characteristics.

Manning the Force
Understand the resourcing and execution of organization manpower requirements/authorizations, both military and civilian, in a joint and combined operational environment.

Functional Area Assessment (FAA)
Understand the process used to identify and resolve force management organizational issues across branch or special interest functional areas.

Army Modernization Training
Understand the development and execution of training strategies to support improvements in individual and collective training caused by the processes of force management.

Stationing the Force
Understand the planning, funding, construction, management and disposal of real property.

Force Readiness
Understand the management and reporting of unit status and organization readiness which will make distinct the difference between status and capability.

Military and Civilian Manpower
Understand the application of all sources of manpower to accomplish Army functions and missions and the utility of some manpower categories to offset military force structure requirements.

The Army Authorization Documents System - Redesigned (TAADS-R)
Understand the system the Army uses to develop and document personnel and equipment authorizations.

Organizational Assessments
Understand the processes and methodology that is used to assess the impacts of activations, conversions, reorganizations, and materiel system fieldings on organizations by considering the functional systems that structure, man, equip, train, sustain, deploy, station, fund, and measure the readiness of organizations.

Glossary
Abbreviations

AAO ----------	Army Acquisition Objective
ARNG ----------	Army National Guard
ARSTAF --------	Army Staff
CBRS ----------	Concepts Based Requirements Systems
DAS ----------	Director of the Army Staff
DCSINT ---------	Deputy Chief of Staff for Intelligence
DM ----------	Director of Management
ECC ----------	Executive Communications and Control
FAA ----------	Functional Area Assessment
HQDA ----------	Headquarters, Department of the Army
ILS ----------	Integrated Logistics Support
JSPS ----------	Joint Strategic Planning System

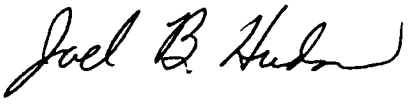
MANPRINT -----	Manpower and Personnel Integration
OASA (FM) -----	Office, Assistant Secretary of the Army (Financial Mgmt)
OCSA ----------	Office, Chief of Staff, Army
ODCSOPS ------	Office, Deputy Chief of Staff for Operations and Plans
OECC ----------	Office, Executive Communications and Control
OSA ----------	Office, Secretary of the Army
OSAAA ----------	Office, Secretary of the Army Administrative Assistant
OSAPA ----------	Office, Secretary of the Army Public Affairs
OSD ----------	Office of the Secretary of Defense
PAED ----------	Program Analysis and Evaluation Directorate
PMAD ----------	Personnel Management Authorization Document
POM ----------	Program Objective Memorandum
PPBES ----------	Planning, Programming, Budgeting, & Execution System
SACS ----------	Structure and Composition System
SAMAS ----------	Structure and Manpower Allocation System
TAA ----------	Total Army Analysis
TAADS ----------	The Army Authorization Document System
TOE ----------	Table of Organization and Equipment
VCSA ----------	Vice Chief of Staff, Army

(DACS-DMC-A)

By order of the Secretary of the Army:

DENNIS J. REIMER
General, United States Army
Chief of Staff

Official:



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Secretary of the Army

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