

Headquarters
U.S. Army Armor Center and Fort Knox
Fort Knox, Kentucky 40121-5000
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*USAARMC Reg 600-21

Personnel - General

OFFICER STRENGTH MANAGEMENT AND PROFESSIONAL DEVELOPMENT

Summary. This regulation documents post policy concerning officer strength management and professional development. Significant changes were made to procedural guidelines which concern the slating of company commanders and battalion XO/S3. Combined Arms and Services Staff School (CAS3) policy has changed as well.

Applicability. The policies and procedures outlined in this regulation apply to all officers permanently assigned to the U.S. Army Armor Center (USAARMC) and Fort Knox.

Suggested improvements. The proponent for this regulation is the Office of the Adjutant General (Officer Strength Management Branch (OSMB)). Users may send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to CDR, USAARMC and Fort Knox, ATTN: ATZK-AGH-O.

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*This regulation supersedes USAARMC Reg 600-21, 9 Aug 88

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1. Purpose.

a. To document policies and procedures concerning officer strength management and professional development for officers assigned as permanent party to Fort Knox (this does not include tenant organizations).

b. To guide brigade commanders and directors in the use and professional development of officers assigned to USAARMC.

2. Responsibilities. The OSMB, the brigade commander/director of the officer's organization, and the individual officer all share in the responsibility for the appropriate assignment, use, and professional development of officers assigned to USAARMC and Fort Knox.

a. OSMB.

(1) Requisition officer personnel within the constraints of the Army's Officer Distribution Plan (ODP).

(2) Publish and provide brigade commanders/directors with updates on their officer strength in a document called an Officer Assignment Plan. This plan will outline the officer strength of the particular organization as well as projected moves or professional development plans. The OSMB will periodically brief this plan to the commanders/directors.

(3) Function as the official point of contact for officer management between Training and Doctrine Command (TRADOC), Forces Command (FORSCOM), Personnel Command (PERSCOM) and subordinate commands.

(4) Coordinate and control the Company Command Program throughout post.

(5) Coordinate and control the use of combat arms lieutenants (Platoon Leader's Program).

(6) Intensively manage field grade assets so they receive assignments fostering their professional development.

b. Brigade commanders/directors.

(1) Assign officers according to the appropriate Modified Table of Organization and Equipment (MTOE)/Table of Distribution and Allowances (TDA).

(2) Counsel officers concerning their professional development.

(3) Review and update the monthly officer assignment plan for their organization.

c. Individual officers.

(1) Be familiar with post policies about officer utilization.

(2) Understand that the primary factors in an assignment are the needs of the post, the needs of the Army, and the professional development of the officer.

(3) Tell your chain of command and OSMB when you have contact with a PERSCOM assignments officer.

3. Policy.

a. Assignments. Officers are assigned to positions based on the needs of the post. The primary criteria considered for assignments are:

(1) Needs of Fort Knox.

(2) The branch, grade, functional area, education (civilian and military), and expertise of the individual officer.

(3) Stabilization and unit cohesion. Individuals are assigned to Fort Knox for a minimum of 24 months. The Department of the Army (DA) goal is 48 months on station.

(4) Performance of the officer.

(5) The desires of the officer.

b. Company command. Fort Knox armor, infantry, and combat arms immaterial company commanders are assigned from the company command list maintained at OSMB. All other branch commands are filled within the spirit of the procedures outlined for the combat arms company commands.

c. The following units are commanded by captains with previous command experience:

(1) 194th Separate Armored Brigade (SAB).

(a) Headquarters and Headquarters Company, 194th SAB.

(b) Headquarters and Headquarters Troop, 1st Battalion, 10th Cavalry.

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(2) 1st Armor Training Brigade (ATB).

(a) Headquarters and Headquarters Company, 1st ATB.

(b) Headquarters and Service Company, 1st Battalion, 81st Armor.

(c) Headquarters and Service Company, 2d Battalion, 13th Armor.

(d) Headquarters and Headquarters Troop, 5th Squadron, 15th Cavalry.

(3) 12th Cavalry Regiment. Commanders completing 12 months of command with troops within 2d or 6th Squadrons, 12th Cavalry Regiment, may be selected to command another 12 months within the 1st or 5th Squadrons, 12th Cavalry Regiment.

d. An exception to the 18-month command goal is granted to the following units:

(1) 75th Support Battalion.

(2) Provost Marshal Company Command.

(3) Personnel Control Facility Company Command.

(4) Headquarters and Headquarters Company, Training Group.

(5) Troop A, 6th Squadron, 12th Cavalry Regiment.

(6) Troop B, 6th Squadron, 12th Cavalry Regiment.

This flexibility allows brigade level commanders to change their company commanders more frequently due to the shortage of command slots for the specialties involved.

e. Use of captains with command experience. Assignment of captains who have commanded will be in the following priority:

(1) The Armor School.

(2) The New Equipment Training Team (NETT).

(3) S3 positions which are authorized captains within brigades and battalions.

Upon completion of a 12-18 month utilization, officers should be available for other assignments within Fort Knox.

f. All units must route requests for stabilization or for stabilization breaks through the OSMB.

g. Lieutenant utilization. Priority of fill for incoming armor and infantry lieutenants is to platoon leader positions. Officers selected to become executive officers will have platoon leader experience.

h. CAS3. The OSMB provides Temporary Duty (TDY) and return allocations for CAS3 to directorate admin officers and brigade S3s. Regulation requires a completion certificate for Phase I before the officer can be granted an allocation. The intent of TDY and return for CAS3 is for the use of acquired skills within the Armor Center. OSMB will not release an officer selected to attend a particular class unless the brigade/directorate has a replacement available to attend the specific CAS3 class. If no replacement is available and one cannot be obtained from another post organization, the approval of the Chief of Staff, USAARMC, must be obtained before OSMB will accept the shortfall. Brigades/directorates are assigned CAS3 quotas for the fiscal year based upon the following:

(1) The OSMB will divide the Fort Knox quota among brigades/directorates based upon each unit's population of nongraduate captains. For instance, a particular brigade may have six nongraduates of CAS3 in a total post population of 60 nongraduates. If the post's yearly quota is 40 slots, then that brigade, which has one-tenth of the post's nongraduates, will receive a quota of four.

(2) The OSMB will advise the brigade/directorate about its quota and which classes its officers will attend. Every effort will be made to accommodate each brigade/directorate, but OSMB reserves final authority.

(3) Finally, the brigades/Armor School must brief the Commanding General (CG) concerning CAS3 at each quarterly training brief.

4. Procedures.

a. Processing of the Officer Assignments Plan. SIs/administrative officers will receive a monthly Officer Assignments Plan. Addressees will review, verify or update, and return the plan to the OSMB not later than the indicated suspense date. Addressees should verify the following information:

- (1) Authorized positions.
- (2) Assigned personnel and positions where they work.
- (3) Loss dates (only those which have appropriate documentation).
- (4) Gains with estimated date of arrival.
- (5) Remarks about strength management (school selections, promotion status, etc.).
- (6) Sponsorship. Ensure all gains have a sponsor.

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b. Inbound officer assignments. Officers are assigned to the brigade/directorate level. The S1/administrative officer is responsible for the accomplishment of the following:

(1) The pinpoint assignment of the inbound officer by paragraph and line number. Occasionally, the OSMB will pinpoint an officer to a specific position. This will occur when an officer is assigned with specific educational requirements or something unique; i.e., Directorate of Combat Developments (DCD) positions or CG-directed assignment. Units must honor pinpoint assignments.

(2) The appointment of a sponsor. Inform OSMB of the sponsor's name. The sponsor must contact the officer. The sponsor is to assist the officer and the family's transition to the Fort Knox area.

(3) The notification of OSMB when problems arise or changes must be made pertaining to the officer's assignment.

c. Platoon leaders. The following procedures apply to the assignment of officers to platoons:

(1) The 1st Armor and 4th Training Brigades will submit to OSMB the names of any assigned lieutenants who need platoon leader time. The OSMB will then coordinate the assignment of those lieutenants to the 194th SAB or to the 12th Cavalry Regiment in that order.

(2) Lieutenants considering leaving the Army will not be considered for a platoon. Those being rebranched may not want a platoon. Unless the losing brigade commander believes it is in the best interest of the officers concerned, they may not go to a platoon.

(3) To maintain fairness and integrity in the system, officers will not be given the opportunity to turn down one platoon in hopes of getting another.

(4) Officers who turn down a platoon will have their local record so annotated. Unless the brigade commander believes the situation warrants reconsideration, the officers will not be platoon leaders as long as they remain at Fort Knox.

d. Company command. The following procedures outline the Company Command Program:

(1) Officers' names are placed on the standing list based on the date they sign in to Fort Knox.

(2) Only advanced course graduates are placed on the list.

(3) Normally, only officers who have not commanded will be placed on the list. If PERSCOM identifies an inbound officer as needing a second

opportunity for command, the name will be added. The OSMB will brief the gaining brigade commander about that officer's history upon nomination for command.

(4) Senior captains reporting to post without command experience are placed ahead of others on the list as circumstance dictates.

(5) The OSMB will develop a slate based on the commands opening in a particular quarter and approximately 60 days in advance of the quarter considered. The brigades will be tasked to verify the commands opening during that quarter and to provide OSMB the change-of-command date.

(6) Based on the number of commands opening in the quarter, OSMB will notify that number of officers beginning at the top of the slate.

(7) At the same time, the affected brigade commanders/directors will be notified and requested to make a recommendation on their officer(s)' ability to command. If the officer is not recommended for command, the brigade commander/director will counsel the officer. Commanders/directors should inform OSMB as soon as possible of any TDY or long-term absence required by duty and when the officer will return from TDY or duty to allow for assignment consideration. Brigades/directorates will submit requests for temporary deferral from command due to mission requirements through OSMB to the Chief of Staff for approval.

(8) Upon completion of the administrative process, OSMB will slate each officer for a command according to the following criteria:

(a) Officers currently working within a particular brigade are slated for a command in that brigade as long as the change of command is within the quarter being considered.

(b) Where (a) above does not apply, officers are slated for commands according to the change of command date; i.e., the first officer at the top of the command slate gets the next command (according to the change of command date) regardless of the location of the command.

(9) Each brigade commander will receive a copy of the tentative slate with a suspense to respond within 10 working days. Brigade commanders may coordinate among themselves and trade inbound company commanders if they so desire. However, brigades must notify OSMB of any trades when the tentative slate is returned. Failure to work out a trade means the slate stands as provided.

(10) Upon the approval of the Chief of Staff, OSMB will notify all concerned parties and publish the final slate.

(11) Brigade SIs will coordinate specific assignment dates and communicate them to OSMB for the preparation of orders.

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(12) Officers may not turn down a command in hopes of getting another. Officers declining command will not be considered for another during their assignment at Fort Knox.

(13) A normal command assignment is 18 months. Exceptions to this policy are stated in paragraphs 3c(1) and (2) and 3d of this regulation.

(14) Brigade commanders may extend or curtail a command tour up to 30 days. Requests for extension or curtailment in excess of 30 days must be submitted in writing through OSMB to the command group.

e. CAS3.

(1) Officers may request to attend CAS3 in a "TDY-and-return" status if they meet the following prerequisites:

(a) Are advanced course graduates.

(b) Have completed Phase I of CAS3.

(c) Are releasable by their commander/directorate.

(2) OSMB slates TRADOC officers. The S3, 194th SAB, slates FORSCOM officers.

(3) Captains who have not attended CAS3 and are in year groups being considered for promotion to major during the current and following year must receive priority attention when assigning CAS3 seats.

(4) It takes the approval of the Chief of Staff, USAARMC, to remove an officer from a CAS3 seat once it has been finalized. See para 3h above. Units should address such requests through the OSMB.

f. Army Educational Requirement System (AERS) and training with industry (TWI) slots. An officer assigned to Fort Knox as an AERS or TWI asset must serve a 3-year utilization tour in a validated position.

g. Officers must request extension and curtailments of normal 4-year assignments in writing through command channels to the OSMB.

h. Units must coordinate with the OSMB any reassignment of an officer assigned to Fort Knox before commencement of the assignment.

5. Field grade career development programs (majors and lieutenant colonels). Majors and lieutenant colonels assigned to USAARMC and Fort Knox normally have been identified by PERSCOM assignment officers for further development in their branch or functional area. The specialty in which they are assigned to this installation becomes their control specialty for the duration of their

assignment, unless OSMB obtains an approval from PERSCOM for a change. Once the officer arrives at Fort Knox, it is the responsibility of the OSMB to control and monitor the assignment of that officer.

a. Majors.

(1) Majors may expect an assignment to a staff position within USAARMC and major subordinate command headquarters, an instructor position within the Armor School, or a troop assignment in a battalion-sized unit. Officers should anticipate filling a position in their control specialty a minimum of 18-24 months. The OSMB will then consider the officers for a different duty within their parent command or in another organization to fill a valid requirement and/or provide further professional development in their career field. Because of the 48-month time-on-station requirement, it is imperative that majors assigned to Fort Knox aggressively seek 12-15 month assignments as a battalion executive officer or an S3. Failure to do this severely disadvantages them when being considered for promotion to lieutenant colonel.

(2) Armor majors assigned to Fort Knox who need to branch qualify are placed on an order of merit list upon arrival for duty. They are placed upon and advanced to the top of this list based upon two criteria: (a) their basic year group and (b) time of arrival on post.

(3) The following positions are considered qualifying for Armor majors and are ODP supported at that grade:

(a) 194th Separate Armored Brigade.

1. Brigade S3
2. XO, 1-10th Cavalry
3. S3, 1-10th Cavalry

(b) 1st Armor Training Brigade.

1. Brigade XO (when filled by major)
2. Brigade S3
3. XO, 1-81st Infantry
4. XO, 2-13th Armor
5. XO, 5-15th Cavalry

(c) 12th Cavalry Regiment.

1. Regimental XO (when filled by major)

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2. Regimental S3
3. XO, 1-12th Cavalry
4. S3, 1-12th Cavalry
5. XO, 5-12th Cavalry
6. S3, 5-12th Cavalry

(d) 4th Training Brigade.

Brigade S3

Additionally, the positions of XO, 2-12th Cavalry and 6-12th Cavalry; the XO, 86th Ordnance (Prov), 1st Armor Training Brigade; and the XO, 1-46th Infantry and 2-46th Infantry, 4th Training Brigade have authorizations for majors but are ODP-supported at Captain. If Fort Knox is sufficiently overstrengthed in Armor majors to assign nonbranch qualified majors to the above three positions, every effort will be made to do so. Armor branch considers all three to be branch qualifying.

(4) Current Fort Knox policy is to leave a major in a qualifying position not less than 12 months and not more than 15 months. Should brigade commanders wish to move a major from one qualifying position to a second qualifying position, they must obtain approval from the Commanding General through OSMB. If approved, the post policy is to leave that officer in the two positions for a combined period which will not exceed 24 months.

(5) The OSMB manages qualifying positions such that, approximately 4 to 6 months in advance of an incumbent's tentative loss date, OSMB notifies the brigade commander. At the same time OSMB will ask the senior raters of all majors who are at the top of the slate if the majors are recommended and if they are releasable for an impending job. If the senior rater says "yes" to both questions, OSMB sends an ORB to the prospective brigade commander who may interview the officer if so desired. This policy allows the same latitude to brigade commanders in choosing a major seeking branch qualifying jobs as is allowed for captains seeking company command [see paragraph 4d(9) above].

b. Lieutenant colonels.

(1) The Centralized Command Selection System fills all battalion commands at Fort Knox. The optimum field grade command tour length is 24 months. However, this may be extended 6 months for cogent military reasons by the MACOM Commanding General. Fully justified requests for extension of a battalion command tour must reach this headquarters, ATTN: ATZK-AGH-0, NLT 7 months before the previously scheduled change-of-command date. This amount of time is required to staff the request and to give adequate notification to PERSCOM. Upon completion of battalion command, some lieutenant colonels will

remain at this installation to fill staff positions which have been designated for fill by a previous commander. The objective is to transfer the tactical and technical proficiency skills gained from command to the staff level. These positions are:

(a) Chief, Armored/Cavalry Tactics Division - Command and Staff Department.

(b) Chief, Combined Arms Division - Command and Staff Department.

(c) Chief, Professional Development Leadership Division - Command and Staff Department.

(d) Chief, Command and Tactics - Command and Staff Department.

(e) Chief, Gunnery Division - Weapons Department.

(f) Chief, Logistics and Maintenance Management - Maintenance Department.

(2) Army regulation requires a written request for an exception to policy when a change results in a battalion command tour of less than 24 months. Approval of the exception is reserved to the Army Chief of Staff or, in some instances, the Deputy Chief of Staff for Personnel. DA directed moves, e.g., orders to War College, etc., require no other formal approval.

(3) Upon change of battalion command, brigades will furnish a copy of the assumption of command document to this headquarters, ATTN: ATZK-AGH-0.

(4) Lieutenant colonels, other than those identified for battalion command, are normally assigned to USAARMC and USAARMS staff positions in their branch or functional area for the duration of their assignment. However, lieutenant colonels possessing skills required to fill a critical position or those requiring further professional development in their specialties may be reassigned at approximately 18 months on station.

6. Reassignment orders. Requests for orders (RFO) are prepared by parent units for all internal moves. The RFO must be processed through command channels to OSMB before publication of the order. The OSMB will prepare RFO when an officer is assigned between major subordinate commands.

7. Sponsorship. Upon notification of an assignment to Fort Knox, OSMB forwards a letter and orientation packet to each incoming officer. Upon approval of the pinpoint assignment, OSMB sends an information copy of the original welcome letter to the gaining unit. It is the responsibility of the commander/director to appoint a sponsor for each incoming officer IAW AR 612 and DA Pam 612-1.

8. Relief for cause.

a. References.

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- (1) AR 600-20, Army Command Policies and Procedures.
- (2) AR 623-105, Officer Evaluation Reporting System.

b. All officers will be afforded the opportunity to demonstrate a willingness and ability to render satisfactory performance. Relief for cause is normally preceded by formal counseling by the rater or senior rater unless such action is deemed inappropriate. Serious shortcomings should be made a matter of record by informing the officer, in writing, of the circumstances and remedial action required.

c. The CG is the final approval authority for all command and field grade relief actions. The relief of company grade officers not in command positions will be approved by the first colonel in the rating chain of the officer being relieved, after notifying the Chief of Staff. When the action is predicated on reasons other than integrity and moral disgrace, a 30-day grace period is normally afforded the officer before final relief action is taken.

d. Except in the field grades, officers who have been relieved for cause will normally be reassigned within the same subordinate command. Assignments will be made so that the officer has a different rater and senior rater. Reassignment to another brigade will be made on a case-by-case basis as approved by the Chief of Staff. Such requests will be forwarded through OSMB (ATZK-AGH-0), and include appropriate details.

e. The relief of an officer is a course of action with severe, usually unrecoverable, consequences for the relieved officer. Notwithstanding, there are instances when a relief is not only appropriate - it is necessary.

9. Point of contact. The OSMB (ATZK-AGH-0) is the USAARMC official point of contact for the assignment, use, and professional development of all officers assigned to USAARMC.

FOR THE COMMANDER:



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Colonel, GS
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Director, Information Management

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