

Headquarters
Department of the Army
Washington, DC
7 October 2005

Administration
HQDA Staff Officer Training Program

Applicability. This memorandum applies to Headquarters, Department of the Army and its staff support and field operating agencies and direct reporting units within the National Capital Region. It also applies to major Army commands within the National Capital Region.

Proponent and exception authority. The proponent of this memorandum is the Chief of Staff, Army. The Chief of Staff, Army has the authority to approve exceptions or waivers to this memorandum that are consistent with controlling law and regulations. The Chief of Staff, Army may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this memorandum by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity’s senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25-30 for specific guidance.

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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 and the Office of the Secretary of the Army (OSA). Personnel assigned to the HQDA field operating agencies, staff support agencies, or major Army commands (MACOMs), located within the National Capital Region, are invited to participate in the training program.

*This memorandum supersedes DA Memo 1-11, dated 15 April 1998.

2. References

Required and related publications and prescribed and referenced forms are listed in appendix A.

3. Explanation of abbreviations and terms

Abbreviations and terms used in this memorandum are explained in the glossary.

4. Responsibilities

- a. *The Vice Director of the Army Staff (VDAS)*. The Vice Director of the Army Staff (VDAS) will—
 - (1) Maintain overall staff responsibility for the HQDA Staff Officer Training Program.
 - (2) Conduct the HQDA Staff Officer Orientation to ensure tasks in appendix B are included in the program of instruction.
 - (3) Advise and assist HQDA agencies, as required, in developing their training.
 - (4) Supervise and provide a contracting officer representative for the HQDA Action Officers Training Course (AOTC).
- b. *The Administrative Assistant to the Secretary of the Army*. The Administrative Assistant to the Secretary of the Army will—
 - (1) Provide oversight for the HQDA Staff Officer Training Program within the OSA.
 - (2) Make available a suitable computer-supported classroom in the Pentagon, Crystal City, or Rosslyn for use by the AOTC.
- c. *The Deputy Chief of Staff, G-1 (DCS, G-1)*. The DCS, G-1 will ensure a comment is added to all assignment orders for newly assigned HQDA staff officers directing attendance at training in accordance with this memo as follows:
 - (1) HQDA AOTC within 45 days.
 - (2) HQDA Staff Officer Orientation within 90 days.
 - (3) Force Integration Course with 180 days.
- d. *The Deputy Chief of Staff, G-3/5/7 (DCS, G-3/5/7)*. The DCS, G-3/5/7 will—
 - (1) Maintain overall responsibility for the Force Integration Course and ensure tasks in appendix B are included in the program of instruction.
 - (2) Maintain attendance records for the Force Integration Course.
- e. *Principal officials of Headquarters, Department of the Army*. Principal Officials of HQDA will—
 - (1) Develop, and review annually for adequacy, agency training programs for newly assigned military and civilian personnel per paragraph 6a.
 - (2) Ensure newly assigned personnel attend the HQDA AOTC within 45 days of arrival.
 - (3) Ensure that newly assigned personnel attend the HQDA Staff Officer Orientation within 90 days of arrival.
 - (4) Ensure that newly assigned personnel attend the Force Integration course within 180 days of arrival.
 - (5) Provide general officers and Senior Executive Service personnel or both, as required, to present briefings during the HQDA Staff Officer Orientation.
 - (6) Provide, as required, a presentation to be posted on a collaboration site on Army Knowledge Online (AKO).
 - (7) Provide phase II training assessment feedback to the VDAS upon request.

5. Policy

- a. The HQDA Staff Officer Training Program for newly assigned personnel begins with the notification of assignment and the sponsorship correspondence that follows. Upon arrival, the process continues with hands-on training, mentoring, and completion of three formal training phases:
 - (1) Agency training programs.
 - (2) Office, Chief of Staff, Army (OCSA) centralized training, to include—
 - (a) AOTC.
 - (b) HQDA Staff Officer Orientation.
 - (3) The Force Integration Course.

b. Training phases (fig 1) will normally 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.

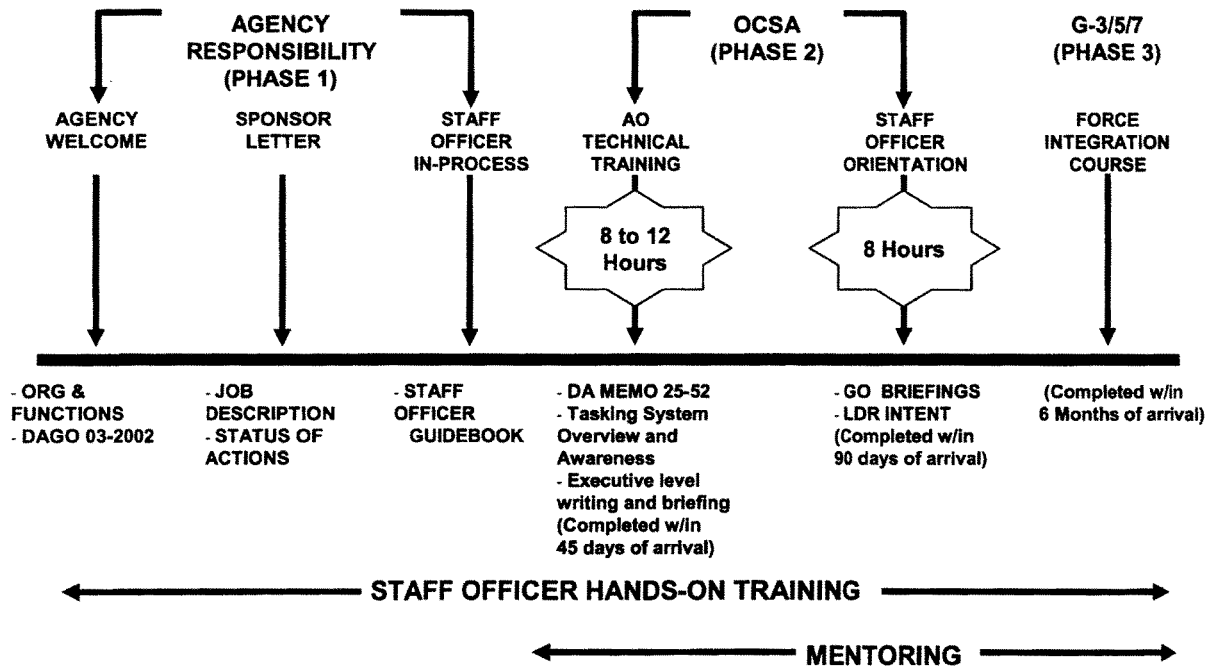


Figure 5-1. HQDA Staff Officer Training Program

6. Training phases

a. *Phase 1: 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 B, the content of staff officer training programs will reflect the 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 the 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, the National Capitol Region, 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, training on HQDA information/automation systems necessary for the duty position, and any agency specific internal procedures and/or information systems. New staff officers will complete agency training within 30 days of assignment. Completion of agency training is normally a prerequisite for attending the HQDA Staff Officer Orientation and Force Integration Course.

b. *Phase 2: OCSA Centralized Training.*

(1) *AOTC.* AOTC is designed to provide incoming staff personnel with standardized skills and

knowledge to coordinate and produce effective written products in accordance with DA Memo 25-52. Instruction is accomplished via both Web and classroom learning. The Web-based training consists of approximately 2 hours of training to provide a basic reference for new and senior staff officers and to act as a supplement for the classroom training. The classroom portion of the course is 8 hours and is taught weekly at a computer-supported training facility at the Pentagon or in Crystal City or Rosslyn, VA. The course is task oriented and develops document production skills, briefing skills, and executive-level writing skills. AOTC dates will be announced semiannually. Newly assigned personnel must attend AOTC within 45 days of assignment, but attendance within 30 days is strongly encouraged. The AOTC is mandatory for all officers (colonels and below), DA General Service, and nonappropriated fund civilian employees (GS 15 through 11 or equivalent) assigned to HQDA Staff positions. Other DA civilians (GS 9 through 10) and senior noncommissioned officers may attend on a space-available basis. Contractors may attend, on a space-available basis, provided the supported staff agency judges the skills provided are necessary for the contractor to perform the duties effectively.

(2) *HQDA Staff Officer Orientation*. This orientation provides newly assigned personnel a series of informative briefings on topics important to their development as effective staff officers. The senior Army leadership addresses the audience to provide insight and information on the priorities, programs, and issues facing the Army. Additionally, general officers from the Office of the Deputy Chief of Staff, G-2 (DCS, G-2; the Office of the DCS, G-3/5/7; Office, Chief of Public Affairs; and Office, Congressional and Legislative Liaison will make presentations. The Director of Executive Communications and Control (ECC) will also make a presentation. Representatives from HQDA staff directorates who do not make formal presentations will provide information briefings for posting on the orientation Web site on AKO. The intent of these briefings is to provide an information resource for new staff officers to facilitate staff coordination. See appendix B for a suggested format. Orientation attendance is mandatory for officers and senior noncommissioned officers (colonels through sergeants first class) and civilians (GS/GM 9 through 15 and nonappropriated fund equivalent). The orientation lasts 1 day (formerly 2 days) and is offered four times annually. Orientation dates normally will be announced 60 days in advance by the VDAS. 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 normally a prerequisite to attend the Force Integration Course. Contractors are eligible to attend, on a space available basis, provided the supported staff agency judges the information provided are necessary for the contractor to effectively perform his or her duties.

c. *Phase 3: Force Integration Course*. This third and final phase of training provides staff officers a systemic overview of the force integration process titled "How the Army Runs." The class is taught at the Army Force Management School at Fort Belvoir, VA. Attendance is mandatory for officers (colonels and below) and civilians (GS/GM 9 through 15) assigned to HQDA Staff positions. The course will be offered to senior noncommissioned officers on a space-available basis, with division chief approval. The course takes 5 days and is offered 18 times annually. The office of the VDAS will inform orientation attendees of where to locate the course schedule at each Staff Officer Orientation. The Army Force Management School 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 References

Section I Required Publications

This section contains no entries.

Section II Related Publications

A related publication is a source of additional information. The user does not have to read a related publication to understand this memorandum.

AR 10-5
Headquarters, Department of the Army

AR 25-50
Preparing and Managing Correspondence

DA Memo 1-1
Briefing the Secretary of the Army, Under Secretary of the Army, Chief of Staff, Vice Chief of Staff, and The Director of the Army Staff

DA Memo 10-7
Relationships between the Office, Secretary of the Army and the Army Staff

DA Memo 25-52
Staff Action Process and Correspondence Policies

DAGO 2002-03
Assignment of Functions and Responsibilities within Headquarters, Department of the Army

HQDA
Staff Officer's Guidebook. (Available at www.army.mil/guidebook/preface.htm.)

Section III Prescribed Forms

This section contains no entries.

Section IV Referenced Forms

HQDA Form 5
HQDA Staffing Form

Appendix B

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. The VDAS has responsibility for Phase 2 and the DCS, G-3/5/7 has responsibility for Phase 3.

B-1. Phase 1: Agency training

- a. The officials listed above will ensure action officers read and understand—
 - (1) The HQDA Staff officer Training Program outlined in DA Memo 1-11.
 - (2) The role of the Staff Action Control Officers (SACO).
 - (3) Agency standing operating procedures, to include security procedures.
 - (4) HQDA organization and functions.
 - (5) DA General Order 2002-03, which delineates the responsibilities of and the relationships between the Office, Secretary of the Army and the Army Staff.
 - (6) The Army Plan.
 - (7) The Army Posture Statement.
 - (8) Team, division, and agency missions.
 - (9) The Army Strategic Mission.
 - (10) DA Memo 25-52.
 - (11) The agency's role in the program objective memorandum process.
 - (12) The agency's role (if any) in the budget process.
 - (13) Horizontal coordination and integration.
- b. The officials listed above will ensure action officers—
 - (1) Develop and maintain a continuity book.
 - (2) Attend e-mail/automation training as required.
 - (3) Develop and maintain suspense file.

B-2. Phase 2: OCSA centralized training

- a. The AOTC course will cover how to—
 - (1) Prepare a HQDA Form 5 (HQDA Staffing Form).
 - (2) Use an information paper/memorandum.
 - (3) Use an action memorandum.
 - (4) Use an executive summary.
 - (5) Use a point paper.
 - (6) Prepare an HQDA read-ahead.
 - (7) Prepare letters and memorandums for signature by a member of the Executive Office of the Headquarters (EOH).
 - (8) Use executive-level writing skills.
 - (9) Use effective briefing techniques for briefings to EOH members.
 - (10) Understand the types of staff action papers used in HQDA.
 - (11) Understand the types of briefings used in HQDA.
- b. The HQDA Staff Officer Orientation course will cover the following:
 - (1) Senior Army leadership (Secretary of the Army or Undersecretary of the Army, Chief of Staff, Army or Vice Chief of Staff, Army, Director of Army Staff, and Sergeant Major of the Army) will address the following topics:
 - (a) Army priorities.
 - (b) Critical issues facing the Army.
 - (c) The Army vision.
 - (d) How HQDA staff work impacts soldiers.

- (e) Senior leader intent.
 - (2) The DCS, G-2 will discuss the current and emerging threats (unclassified) the Army faces.
 - (3) The DCS, G-3/5/7 will address the following topics:
 - (a) The National Military strategy.
 - (b) The Army Strategic Planning Guidance.
 - (c) The current operations environment.
 - (4) The Chief, Congressional and Legislative Liaison will address the following topics:
 - (a) The Army's relationship with Congress.
 - (b) The relationship between Army and DOD budget cycles and congressional action.
 - (c) The Army staff officers role in influencing Congress.
 - (5) The Chief of Public Affairs will discuss the following topics:
 - (a) Understanding the Army's public affairs mission.
 - (b) The staff officer's role in telling the Army story.
 - (6) Director, ECC will discuss the following topics:
 - (a) The ECC role.
 - (b) The purpose and functions of key Army-level forums for decisionmaking.
 - (c) Action officer techniques.
 - (d) The tasking process in HQDA.
 - (e) Techniques and requirements for staff action coordination and processing in HQDA.
 - (f) Compiling an action officer reference library.
- c. HQDA directorates not listed above will provide a presentation for publication on the Orientation AKO Web site, the purpose of which is to enhance new Army action officer ability to coordinate staff actions. At a minimum, the presentations will include:
- (1) Mission.
 - (2) Organization.
 - (3) Location.
 - (4) Point of contact (POC) list (whom an action officer should call to begin coordination or find out more information).
 - (5) SACO name and phone number (may be on the POC list).
 - (6) Ongoing priority projects and a POC for each (may be on the POC list).
 - (7) Any other important items as determined by the directorate.

B-3. Phase 3: Force Integration Course

This course covers the following topics:

- a. Roles, functions and missions, which includes 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/MACOMs describing the force management missions, responsibilities and actions required to accomplish the overall organizational mission concomitant to the operational missions of the Army.
- b. Joint Strategic Planning System, which includes 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.
- c. Reserve Components, which include 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.
- d. Planning, programming, budgeting, and execution process, which includes the development and structure of the Army program objective memorandum and the formulation, justification, and execution of budget estimates and program execution guidelines.
- e. Force development overview, which includes the development processes, along with the generation of

recruitments, organizational design, requirements documentation, authorization determination, and documentation of authorizations, and the impact of the Concept Based Requirements System, Force XXI, Louisiana Maneuvers, and Battles Labs on the requirement process.

f. Total Army Analysis, which includes 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.

g. Authorization documentation, which includes the process used to develop supportable organization personnel and equipment authorizations.

h. Structure and Manpower Allocation System, which includes the management of data for current, budget, and program forces.

i. Structure and Composition System, which includes the sustainment of organizations, personnel and materiel resources.

j. Organizational integration, which includes the functional responsibilities and process used to design and develop organizational models and to develop change documents that allow organizational requirements to progress along a modernization path.

k. Materiel acquisition, which includes the management of the materiel acquisition process from mission need through postproduction.

l. Test and evaluation (T&E), which includes the planning and execution process of T&E of materiel systems as reflected in the system Test and Evaluation Master Plan and the linkage of materiel acquisition program T&E to the overall force integration of the Army.

m. Manpower and personnel integration, which includes the processes used to integrate manpower and personnel considerations into the materiel acquisition process in order to influence system design characteristics.

n. Equipping the force, which includes materiel distribution planning and execution and support and sustainment of materiel systems.

o. Integrated logistics support, which includes the process used to develop, acquire, test, and deploy materiel system logistic support into the materiel acquisition process to influence system design characteristics.

p. Manning the force, which includes the resourcing and execution of organization manpower requirements/authorizations, both military and civilian, in joint and combined operational environment.

q. Functional area assessment, which includes the process used to identify and resolve force management organizational issues across branch or special interest functional areas.

r. Army modernization training, which includes the development and execution of training strategies to support improvements in individual and collective training caused by the processes of force management.

s. Stationing the force, which includes the planning, funding, construction, management, and disposal of real property.

t. Force readiness, which includes the management and reporting of unit status and organization readiness that will make distinct the difference between status and capability.

u. Military and civilian manpower, which includes 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.

v. The Army Authorization Documents System-Redesigned, which covers the system the Army uses to develop and document personnel and equipment authorizations.

w. Organizational assessments, which include the process and methodology 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.

Appendix C

Army Knowledge Online Resources

C-1. Knowledge/Collaboration Center

The VDAS maintains a Knowledge/Collaboration Center (KCC) on the AKO Web site. This KCC contains helpful resources for staff officers.

C-2. Presentations

a. The presentations for the Staff Orientation are posted on AKO. There will be no handouts at the orientation. To locate the presentations follow these instructions:

- (1) Go to AKO at www.us.army.mil and log in.
- (2) From the main page, click on “files” at the top right.
- (3) Click to expand “US Army Organizations” on the toolbar at the left.
- (4) Click on “Army Leadership.”
- (5) Click on “CSA.”
- (6) Click on “Director of the Army Staff.”
- (7) Click on “HQDA Staff Officer.”
- (8) If notified that you are not subscribed to the KCC, please follow the directions to subscribe.
- (9) Click on the folder you wish to view, for example, “1 June 2005.”
- (10) Select briefings to download or print

b. The orientation presentations are placed in a folder approximately 1 week prior to the orientation. Presentations from previous orientations are arranged by date in the same “HQDA Staff Officer” folder.

c. Some presenters do not release their presentations for distribution via AKO, but all available presentations are/will be posted.

C-3. Subscription

To subscribe to the KCC, check the box to the left of the folder and then click the “Subscribe” button on the toolbar at the top of the page. All persons are automatically subscribed with no administrator approval necessary.

Glossary

Section I Abbreviations

AKO

Army Knowledge Online

AOTC

Action Officers Training Course

CSA

Chief of Staff, Army

DA

Department of the Army

DCS, G-1

Deputy Chief of Staff, G-1

DCS, G-2

Deputy Chief of Staff, G-2

DCS, G-3/5/7

Deputy Chief of Staff, G-3/5/7

ECC

Executive Communications and Control

EOH

Executive Office of Headquarters

HQDA

Headquarters, Department of the Army

KCC

Knowledge/Collaboration Center

MACOMS

Major Army commands

OCSA

Office, Chief of Staff, Army

OSA

Office of the Secretary of the Army

POC

point of contact

SACO

Staff action control officer

T&E

Test and evaluation

VDAS

Vice Director of the Army Staff

Section II

Terms

This section contains no entries.

Section III

Special Abbreviations and Terms

This section contains no entries.

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