

## Chapter 8 - Soldiers

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dwindling funds. ADA leads the other combat arms with greater leadership opportunities for women. The creation of a tenth PATRIOT battalion and the activation of ARNG PATRIOT battalions greatly reduce the operating tempo and enhance the quality of life for frequently deployed ADA soldiers. This chapter articulates these ongoing initiatives and potential future opportunities for ADA soldiers.

### INTRODUCTION

The "First to Fire" branch's great strides in the personnel arena include proactive changes that allow the force to fight and train in this period of

### TOTAL FORCE STATUS

Currently, the ARNG constitutes 45 percent of the total ADA structure, and this will increase to 51 percent by the year 2004 (Figure 8-1). Inactivating the AC Avenger units in the AMD corps brigades allowed the ADA branch to transfer the Avenger equipment and SHORAD mission to the ARNG. The ARNG units will assume the SHORAD mission in the AMD corps brigade mission by 2002.

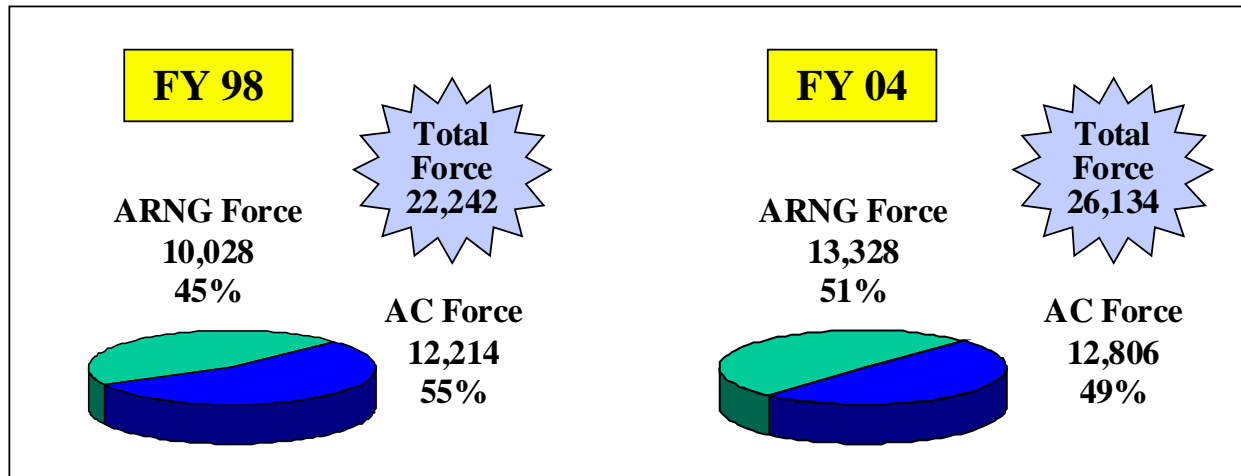
ADA is also "recommissioning" ARNG units to assume greater responsibilities in future AMD operations. One ARNG AMD brigade is reorgan-

izing into Det 1 of the 32nd AAMDC, and another is converting to an RC AAMDC. A third ARNG brigade is assuming the AMD brigade mission in I Corps.

ADA opened its ranks to women in 1973 and has recognized the integral role women play in the branch by opening more leadership positions to women than ever before. In 1996, four ADA women officers were selected for battalion command. Women battalion and battery commanders and first sergeants are becoming commonplace. And soon, with the addition of THAAD and

### Chapter 8 Key Points

- The "First to Fire " branch is a Total Force branch.
- OPMS XXI revamps the ADA officer corps; CINCOS and MOS changes enhance the enlisted personnel system.
- Advanced technology and modern equipment are enhancing ARNG soldier and unit capabilities.



**Figure 8-1. Total ADA Force Objectives**

MEADS into the AMD force, ADA will substantially increase the number of leadership positions open to women.

The new Officer Personnel Management System (OPMS) XXI enhances officer career management by revamping performance ratings (new officer efficiency report [OER]), establishing a Career Field Designation Board, and redesigning MOSs to improve promotion opportunities. The new OER, by design, stops inflated ratings by senior raters. It also provides an avenue for mentoring junior officers and guidance on where they may be best used starting at mid career (major). After selection to major, a Career Field Des-

ignation Board will designate each officer into one of the four career fields (Operations, Information Operations, Institutional Support, or Operational Support) based on individual preference, educational background, rater's view, and the needs of the Army. These officers will then only compete for promotion within the same career field, thereby enhancing promotion opportunities. OPMS XXI also incorporates structural changes resulting from the Quadrennial Defense Review and the Officer Restructure Initiative downgrading and recoding.

Figure 8-2 compares ADA and Army officer promotion and senior service college selection percentages.

	To COL		To LTC		To MAJ		To CPT		SSC Selections	
	Army	AD	Army	AD	Army	AD	Army	AD	Army	AD
<b>FY 93</b>	43.9	39.4							11.80%	7.30%
<b>FY 94</b>	42.8	44.8	65.2	64	77.7	76	89.9	86.9	7.60%	7.00%
<b>FY 95</b>	44.4	45.4	60.9	54	73.2	76.6	91.5	88.6	6.40%	7.50%
<b>FY 96</b>	41.2	50	60	64	73.3	68.3	93	92.96	6.10%	4.50%
<b>FY 97</b>	39	28	59.9	57.1	74.2	73.5	98	96.9	6.70%	6.40%

**Figure 8-2. Officer Promotions and Selections**

The primary zone (PZ) and below zone (BZ) selection rates for colonel matched or exceeded the Army average until FY97, when the FY97 board picked all PZ-considered former battalion commanders. With the exception of FY95, PZ rates for promotion to lieutenant colonel were below those of the Army; BZ rates were at or above the Army selection rates. Major promotion rates (again except for FY95) were below the Army PZ rate but consistently higher for BZ rates – these rates have been rising since FY94! Captain PZ rates fall slightly below the Army average. In FY97 and FY98, all former battalion commanders were selected or activated as alternate selects for senior staff college attendance.

ARNG AMD units suffer a shortage of lieutenants, but the ARNG is working closely with the TRADOC Cadet Command to commission ROTC graduates. The ARNG encourages ADA gunners and missileers to attend federal or state Officer Candidate School programs, and ARNG units continue to recruit prior service officers. Furthermore, the branch is correcting the shortage of AC captains and majors by allowing RC officers to volunteer for active duty status. This innovative solution brings dual benefits: the AC fills positions while the ARNG profits from the experi-

ence these soldiers bring back to their home units and states at the end of their three-year tours.

Another innovation that greatly benefits ADA soldiers is Ranger coded positions. ADA soldiers habitually associate with close combat units by virtue of assignments to light, airborne, and air assault divisions. These ADA soldiers now receive the same opportunities for Ranger training as soldiers of the units they support. The branch has Ranger-coded 72 positions (36 officers, 36 enlisted), increasing ADA soldiers' promotion potential and training opportunities.

The Change in Noncommissioned Officer (NCO) Structure (CINCOS) is another initiative that helps to build a better AMD force. CINCOS adjusts positions within table of distribution and allowances (TDA) and table of organization and equipment (TOE) units, using a fixed promotion pyramid to ensure a smooth promotion channel for all NCOs. Figure 8-3 shows the averages from the last four promotion boards for the AMD NCOs. The ADA branch did not fare well in 1996 due to the CINCOS restructure of career management field (CMF) 23 into CMF 14. The chart also reveals the significance promotion boards place on photos and civilian education.

## FY 99 Air and Missile Defense Master Plan

		TIS	TIG	College Ed	With Photo	Without Photo	Age
<b>E-9</b>	1997	20.6 yrs	4.0 yrs	14.0 yrs	13.00%	0%	39.9
	1996	20.9 yrs	4.2 yrs	13.8 yrs	12.10%	0%	39.6
	1995	20.6 yrs	3.6 yrs	13.2 yrs	18.40%	0%	40.3
	1994	20.7 yrs	4.5 yrs	13.2 yrs	27.90%	0%	40.9
<b>E-8</b>	1997	16.9 yrs	4.6 yrs	13.6 yrs	7.90%	0%	37.8
	1996	18.1 yrs	4.6 yrs	12.9 yrs	7.10%	0%	37.9
	1995	15.0 yrs	4.9 yrs	12.5 yrs	31.50%	0%	37.1
	1994	17.6 yrs	4.7 yrs	12.8 yrs	21.00%	0%	37.8
<b>E-7</b>	1997	13.8 yrs	5.8 yrs	12.5 yrs	18.50%	0%	34.2
	1996	11.4 yrs	4.3 yrs	12.8 yrs	2.70%	0%	31.8
	1995	13.5 yrs	6.2 yrs	12.8 yrs	23.70%	0%	33.5
	1994	13.0 yrs	5.7 yrs	12.6 yrs	18.30%	1.30%	33.3

**Figure 8-3. AMD NCO Promotion Board Averages**

### MILITARY OCCUPATIONAL SPECIALTIES

In the early 1990s, the ADA leadership 8-4) not only stabilized the force but also im-  
faced a drawdown of epic proportion. The resul- proved the AMD soldiers' promotion potential.  
tant MOS conversions and consolidations (Figure

<b>Officers</b>	
14A	ADA Officer, General
14B	Forward Area ADA System Officer
14E	Patriot System ADA Officer
<b>Warrant Officer</b>	
140A	C <sup>2</sup> System Integrator
140E	Patriot System Tech
<b>Enlisted</b>	
14E	Patriot Fire Control Enhanced Operator/Maintainer
14L*	AN/TSQ-73 ADA C <sup>2</sup> System Operator/Maintainer
14J	AD C <sup>4</sup> I TOC Enhanced Operator/Maintainer
14M*	MANPADS Crew Member
14S	Avenger Crew Member
14R	Bradley Launching Station Enhanced Operator/Maintainer
14T	Patriot Launching Station Enhanced Operator/Maintainer
14Z	ADA Senior Sergeant

\* = ARNG only MOS

**Figure 8-4. CMF 14 Modernization**

The decrease in the number of Bradley dium to heavy ensures that these soldiers can ade-  
Linebacker crew members (from five to four) and quately perform the required physical duties. This  
a change in the physical demand rating from me- initiative increased both the numbers of 14R mas-

ter gunners in each battalion and the promotion potential for soldiers throughout the 14R field.

The C<sup>4</sup>I Tactical Operations Center (TOC) Enhanced Operator/Maintainer (14J) and C<sup>2</sup> Systems Integrator (140A) are on the cutting edge of

the Information Age explosion. They will help sustain the AMD force digitization capabilities in Army XXI and the AAN through the Sentinel, AMDPCS and JTAGS systems.

### **ADA WARRANTS**

ADA has two warrant officer MOSs: 140A (C<sup>2</sup> Systems Integrator) and 140E (PATRIOT System Technician).

In 1998, the branch stood up the 140A warrant officer as the principal advisor to the commander on AMD C<sup>2</sup> systems employment options and communications link architectures. This MOS is growing as AMD battalions and brigades field C<sup>2</sup> equipment. Final end strength is envisioned at 49 positions. Most warrant officers will receive assignments to AMD battalions (SHORAD and PATRIOT), brigades, or the AAMDC. Currently, this MOS is not open to women.

MOS 140E is a stabilized field with some 160 authorized positions. The 140E warrant officer supervises the maintenance and employment of the PATRIOT system, oversees Class IX primary

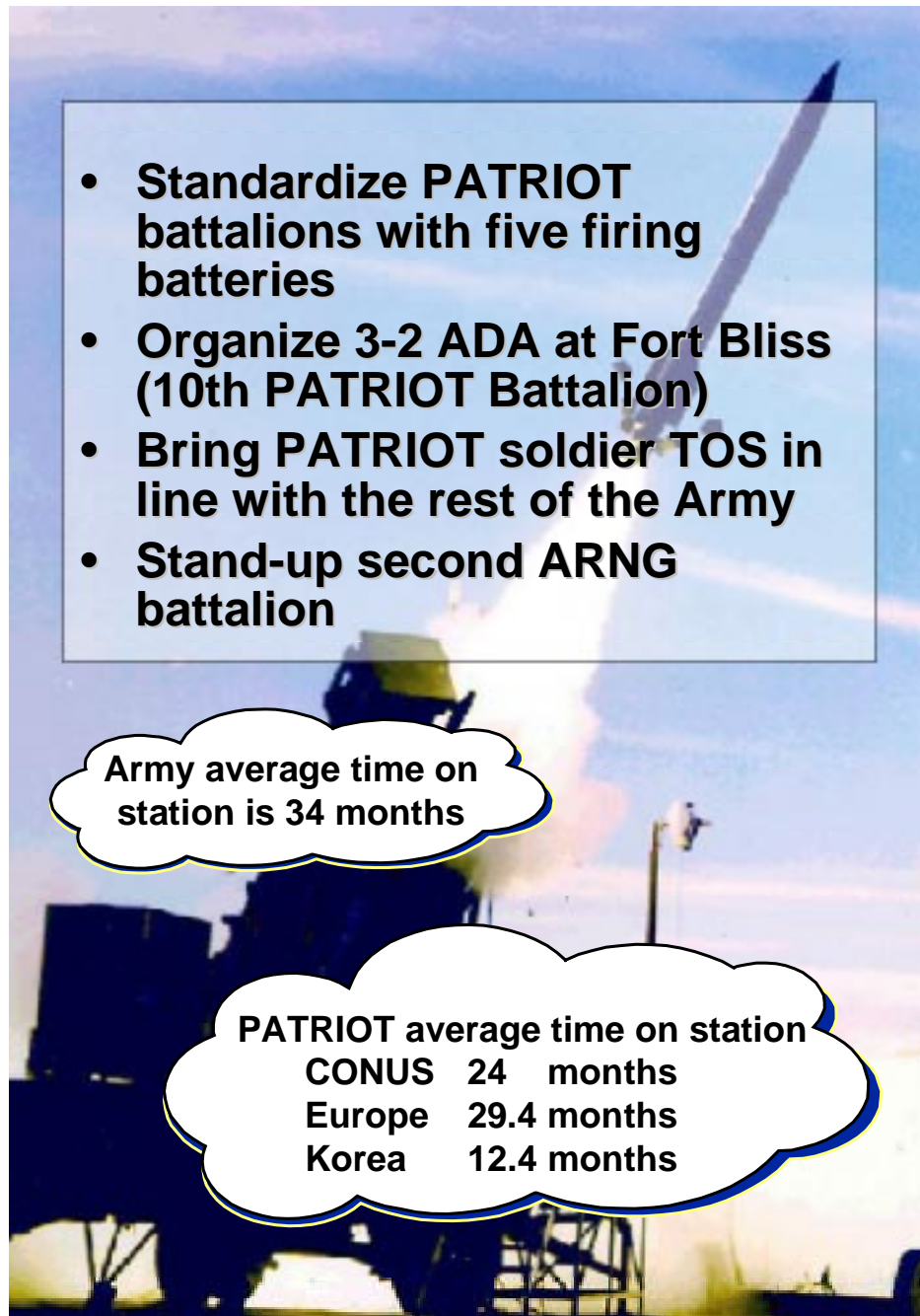
load list and supply actions, and provides subject-matter expertise at all levels of command. MOS 140E is open to women and allows for the progression to the Chief Warrant Officer 5 level. Currently, six women are serving as PATRIOT warrant officers.

The ADA branch markets and recruits its warrant officers through recruiting briefings and electronic media. The Fort Bliss and Warrant Officer Career Center (WOCC) home pages provide insight into the duties and prerequisites of the ADA warrant officer MOSs. Links from the WOCC home page provide post briefings and accession board dates, and also provide a link to the U.S. Army Recruiting Command. The Recruiting Command holds accession boards to select new ADA warrant officers every six months.

### **PATRIOT TIME ON STATION**

The standardization of the PATRIOT force, coupled with the addition of the 3d Battalion, 2d ADA (PATRIOT) and a second ARNG PATRIOT battalion (2d Battalion, 200th ADA), greatly enhances the quality of life for the PATRIOT soldier. The goal is to eventually have the ARNG soldiers and units fall into the South-

west Asia rotation schedule with their AC counterparts. This will result in the AC soldiers having more time at home station and fewer rotations during the course of a career (Figure 8-5). This initiative will have a positive effect on retention and will help keep AC and ARNG PATRIOT soldiers and units trained and combat ready.



**Figure 8-5. PATRIOT Time On Station Fix**

## **ARNG SOLDIER**

ARNG soldiers have served the nation since 1636 as citizen-soldiers in peace and war. Today's ARNG soldiers assume an even greater role in the nation's defense. ARNG AMD gunners in 23 states and territories now operate Stinger, Avenger, BSFV, and PATRIOT weapon systems, and ARNG soldiers continue training on the FAAD C<sup>2</sup> system and Sentinel radar.

USAADASCH-produced, RC-configured courses conducted by five ARNG ADA TASS battalions in the RCTIs greatly eased the ARNG transition from Chaparral and Hawk to Avenger, BSFV, and PATRIOT. The RCTIs conducted re-classification training to convert soldiers to 14M (MANPADS), 14R (BSFV), 14S (Avenger) and 14T/14E (PATRIOT). ARNG gunners will activate 15 batteries to support the enhanced Separate Brigades (eSB). The eSB ADA battery force structure and equipment is derived from seven ARNG divisional battalions that will become cadre units.

ARNG soldiers in Avenger units scheduled to receive the Sentinel radar system over the next three to five years will complete the 14J course. NET and fielding teams will conduct the course locally, saving training dollars (on-site training versus attendance at USAADASCH) and enabling ARNG SHORAD units to achieve a "deployable" status more quickly.

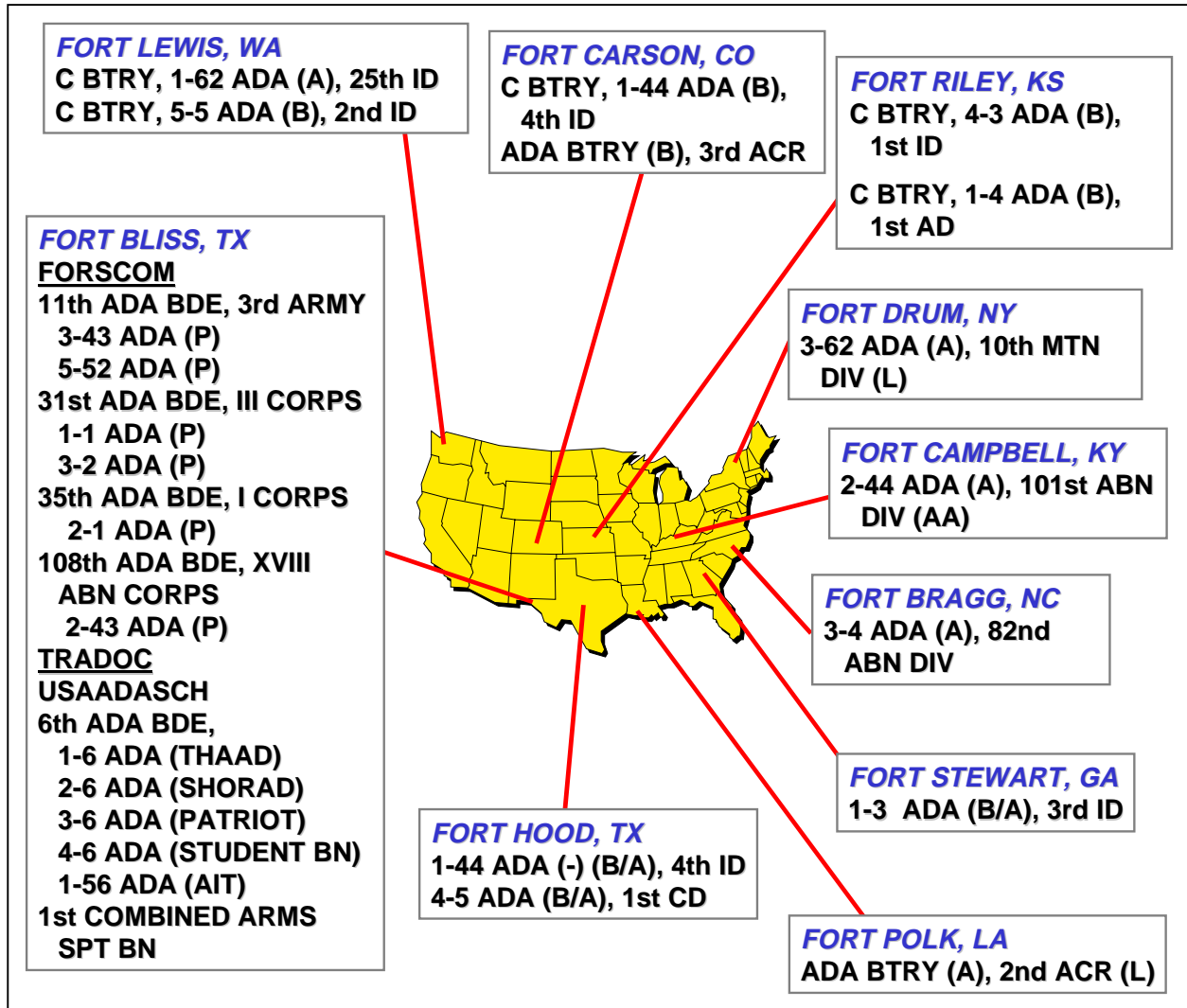
The ARNG continues to embrace modern technology with the deletion of the warrant officer 140B MOS. Many of these warrant officers will convert to MOS 140A, allowing the ARNG to remain current and compatible with the AC.

The advent of the Army Distance Learning Program promises to greatly enhance training in ARNG ADA units. USAADASCH will train ARNG ADA gunners via distance learning through Guardnet and TATS courseware. Soldiers will receive this training at the RTIs, local schools, armories, or on their own personal computers. The Guardnet fiber-optic backbone will tie AC and RC units together so they may conduct artificial or actual training at the local armories, annual training sites, or combat training centers.

The bottom line: through technology and modernization, ARNG ADA soldiers and units will meet their federal and state mission requirements.

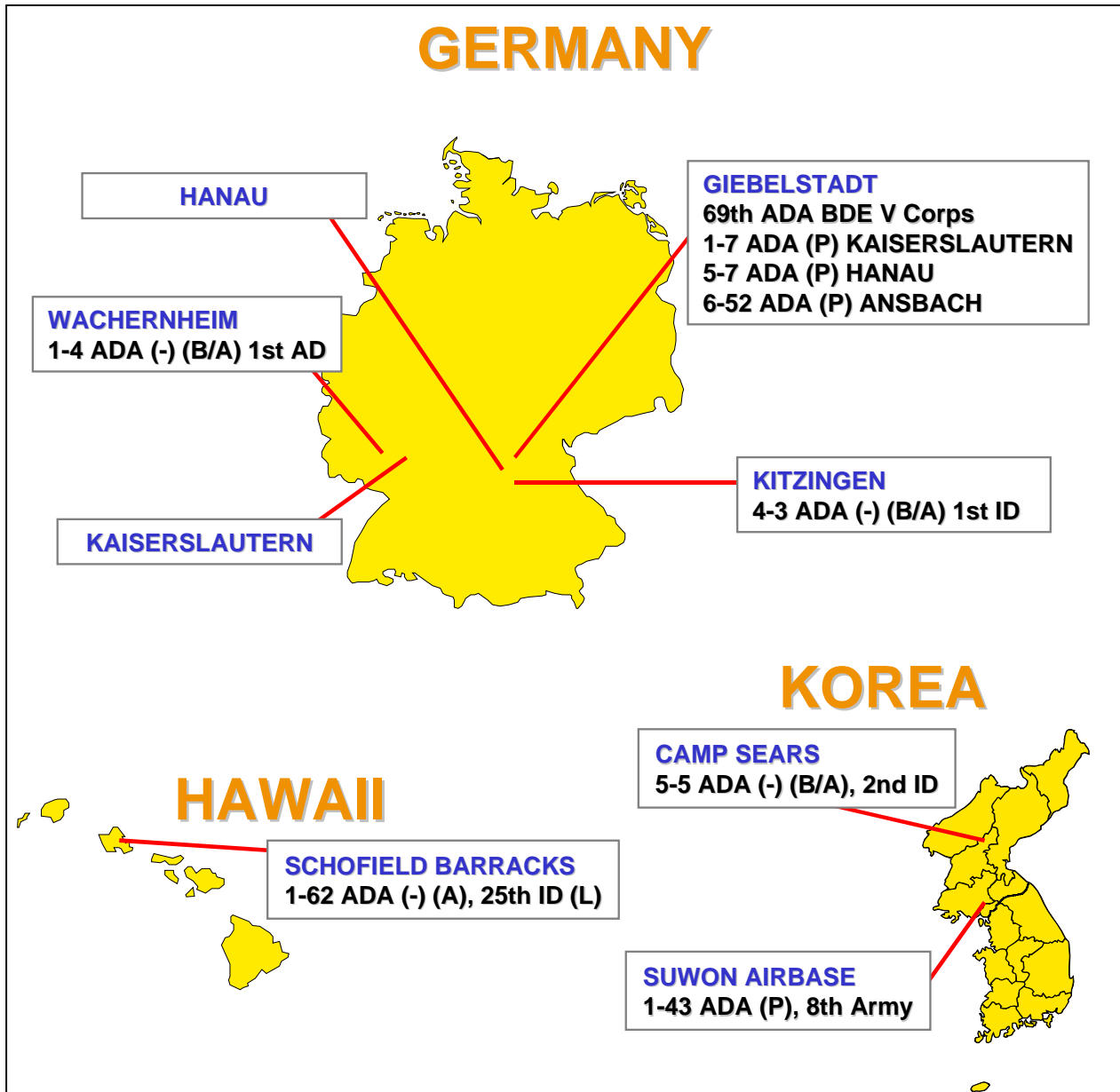
**AMD UNIT LOCATIONS**

The AMD force unit locations are presented in Figures 8-6, 8-7, 8-8, and 8-9.



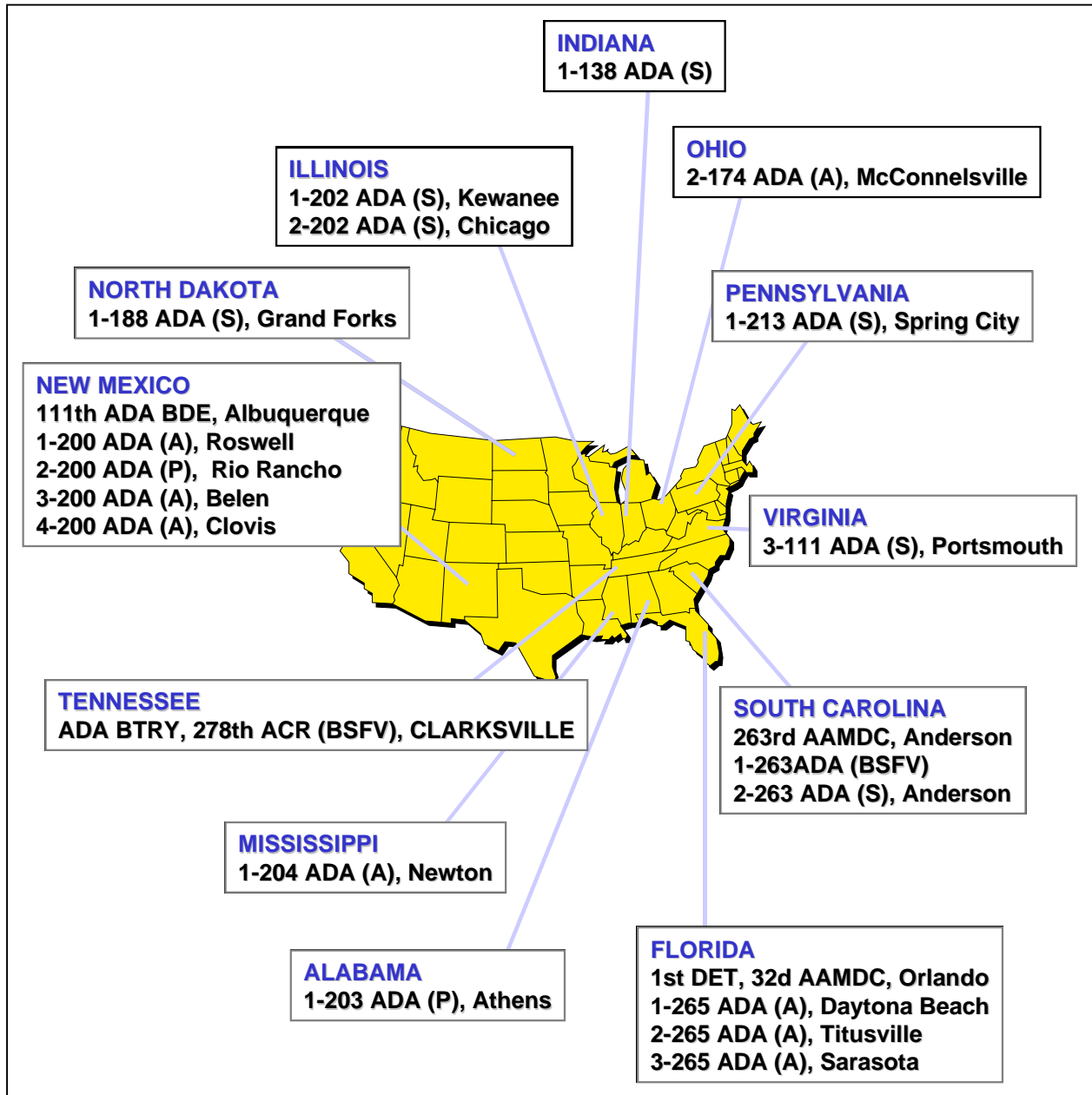
Note: A = Avenger, B = Bradley Stinger Fighting Vehicle, P = Patriot

**Figure 8-6. AMD Active Component Units (CONUS)**



Note: A = Avenger, B = Bradley Stinger Fighting Vehicle, P = PATRIOT, S = Stinger MANPADS

Figure 8-7. AMD Active Component Units (OCONUS)



Note: A = Avenger, P = PATRIOT, S = Stinger MANPADS

**Figure 8-8. Army National Guard AMD Units**

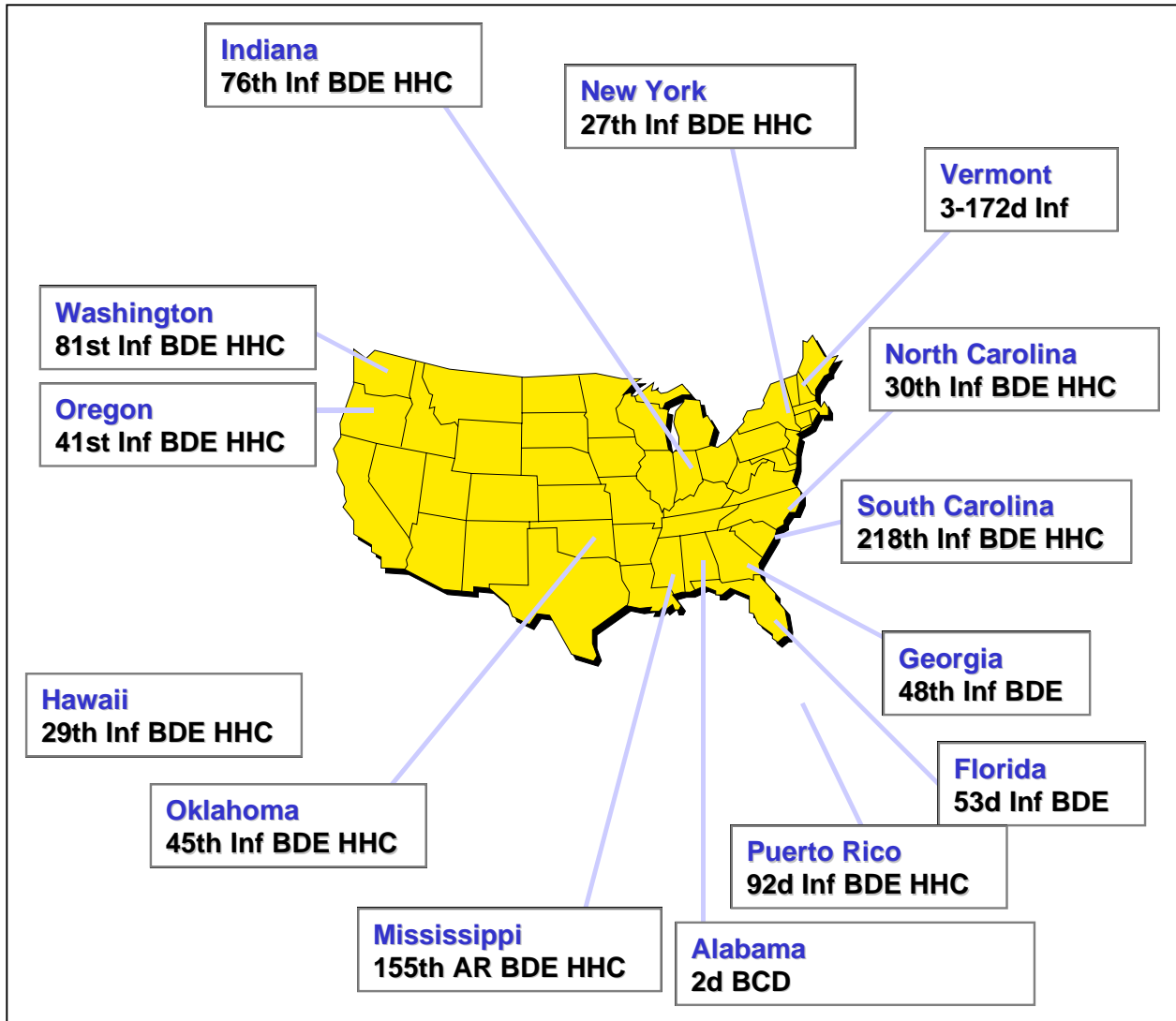


Figure 8-9. Army National Guard AMD Units (Separate MANPADS Platoons)

**SUMMARY**

New and expanded opportunities throughout the AC and ARNG will collectively streamline and improve the AMD force. This, in turn, will sustain the personnel focus of the ADA Vision: "attract, assess, train, educate, motivate, and develop bright, physically fit, aggressive, caring men

and women with potential for the important positions of leadership."

Updated information on the above can be obtained through the Office, Chief of Air Defense Artillery (OCADA) or on the ADA web page (<http://www2.bliss.army.mil>).