



Adjutant General School



U.S. Army Soldier Support Institute

Individual Training Plan (ITP) for MOS 42A Human Resources Specialist

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<i>Supporting Training Development Proponent:</i>	<i>Individual Training & Education Division, Training Development Directorate, U.S. Army Soldier Support Institute, 10000 Hampton Parkway, Fort Jackson, SC 29207-7025</i>
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SECTION I – ITP NARRATIVE – MOS 42A

1. REFERENCES:

- a. AR 350-1, Army Training and Leader Development, 19 August 2014
- b. DA PAM 600-3, Commissioned Officer Professional Development and Career Management, 3 December 2014
- c. TRADOC Regulation 350-18, The Army School System, 21 July 2010
- d. TRADOC Regulation 350-70, Army Learning Policy and Systems, 6 December 2011
- e. TRADOC Pamphlet 350-70-1, Training Development in Support of the Operational Domain, 24 February 2012
- f. TRADOC Pamphlet 350-70-9, Budgeting and Resourcing, 12 October 2012
- g. TRADOC Pamphlet 350-70-14, Training and Education Development in Support of the Institutional Domain, 27 March 2015

2. **TRAINING REQUIREMENTS:** The HR Specialist supervises or performs HR functions in support of every echelon of command across the Department of Defense (DOD), including Army Service Component Command (ASCC) G-1 sections, Corps and Division G-1 sections, SRC-12 organizations (Human Resources Sustainment Centers (HRSC), Military Mail Terminal (MMT) Team, Personnel Accountability Team (PAT), HR Company, Postal Platoon, HR Platoon, HR Squad), and Battalion and Brigade level S-1s, as well as Army National Guard State Headquarters, Regional Readiness Commands, and Department of the Army (DA) staff. Human Resources training focuses on the four HR core competencies: 1) Man the Force; 2) Provide HR Services; 3) Coordinate Personnel Support; 4) Conduct HR Planning and Operations.

3. TRAINING STRATEGY:

a. **Skill Level 1 - Human Resources Specialist AIT:** The 42A AIT course is 8 weeks and 5 days (based on 6-day training week) in length and provides HR technical instruction to newly recruited entry level HR Soldiers to prepare them for their initial duty assignments in HR positions, primarily in a battalion/brigade S-1 section. The course teaches fundamental individual skills (technical competence), basic proficiency in the Warrior Ethos and ethics with training linked to the 21st Century Soldier Competencies.

(1) 42A AIT provides HR Soldiers with basic HR skillsets that support unit readiness, commanders, and Soldiers and their families. Training focuses on two HR technical core competencies: Man the Force and Provide HR Services.

(2) Training is delivered using a variety of Army Learning Model (ALM) methods of instructions for the instructor/ facilitator including structured overviews, drill and practice, demonstration, conference/ discussion, research/study, HR systems simulators, practical exercises (written and hands-on) and tests.

(4) HR Systems Training. AG School developed HR systems training and qualification to train and validate Skill Level 1 (SL1) proficiency on HR systems such as the Enlisted Distribution and Assignment System, Electronic Military Personnel Office, and Microsoft Office. In the same way that Soldiers must qualify on their rifles and grenade launchers, HR Soldiers need to regularly qualify on HR systems that they use on a daily basis. HR systems qualification is a set number of SL1 tasks or questions for each key HR system. Before qualifying on HR systems, students receive detailed instruction and extensive hands-on training on each system. The intent is to develop Soldiers who are capable of employing HR systems for maximum coverage on the HR battlefield (in the S-1 or G-1 sections).

(5) HR Gunnery Tables. HR Soldiers must be able to recognize their HR systems capabilities in order to employ them on the HR battlefield. HR gunnery tables were developed to apply critical thinking and analyze data within S-1 battle drills to solve problems. The HR gunnery tables use rigorous and realistic scenarios. HR Soldiers can save products from the gunnery tables, such as formatted spreadsheets, slides, queries, and references, and take them to their first assignment. During the HR gunnery tables, the most common HR battle drills, such as unit status reports, HR metrics, casualty operations, evaluations, and promotion list scrubs, are stressed. Problem-solving scenarios are implemented weekly to improve muscle memory and set conditions for HR Soldiers to make a difference the same day they report to their units.

(6) Course scope and educational outcomes:

HR 42A AIT	
Scope	<i>42A AIT produces a HR Specialist that is disciplined, competent, and confident in their ability to provide timely, accurate, and relevant manpower and personnel support for Commanders at all echelons with specific emphasis on two of the four HR core competencies: Man the Force and Provide HR Services.</i>
EDUCATIONAL OUTCOMES	
Soldiers	<i>Valued member of the team who exhibit character, accountability, resilience, adaptability, initiative, and sound judgment while honorably serving in a brigade or battalion S-1 delivering HR Support.</i>
Doctrinally Sound	<i>Competently delivers timely, accurate, and relevant HR Support.</i>
Technically Capable	<i>- Demonstrate the capabilities and perform basic functions of HR enabling systems and common computer and web-based applications. - Understands the S-1's role in accomplishing the battalion/brigade mission in support of Unified Land Operations.</i>
Critical and Creative Thinkers	<i>Able to solve sometimes ambiguous problems using logical thinking and sound reasoning to develop viable recommendations or solutions.</i>

(7) Reserve Component: Reserve Component Initial Military Training (IMT) Soldiers will attend the resident AIT course. Reserve Component Soldiers attending 42A Military Occupational Specialty-Training (MOS-T) may attend the resident AIT course or attend training at The Army School System (TASS) Training Centers (TTC). Training at the TTC consists of two, 14-day phases. Only technical subjects are trained in both phases.

(8) 42A RC MOS-T PH1 and PH2: Courses are taught at the following locations:

- (a) School Code (265), 5th Brigade (MFTB-PR), Fort Allen, Juana Diaz, Puerto Rico.
- (b) School Code (4960), 4960th Multifunctional Training Brigade (MFTB-HI), Fort Shafter Flats, Hawaii.
- (c) School Code (R805), 4th Brigade (PS), Decatur, Georgia (Training conducted at TTCs: Camp Parks, Dublin, California; Fort Devens, Massachusetts; Fort Knox, Kentucky; Fort Dix, New Jersey).

(9) Mobilization Training: During Full Mobilization the AIT course length is reduced from 53 days (8 weeks, 5 days) to 44 days (7 weeks, 2 days). The academic training week will change from 48 hours (6 days a week) to 60 hours (6 days a week). After graduation, selected students may (if qualified) continue on to Mobilization (MOB) Advanced Leader Course (ALC). During Partial Mobilization, the course is conducted at the current course length.

(10) Distributed Learning Initiatives: None available.

(11) Individual Ready Reserve (IRR): During Partial Mobilization, IRR Soldiers attend technical training at the Power Support Platform (PSP), Fort Jackson. Three courses are available: 42A Rapid Train-up (2 weeks), 42A Refresher (4 weeks), and the 42A MOB (7 weeks, 2 days). Weapons qualification and Warrior Tasks and Battle Drills are trained and tested at the Power Support Platform prior to the technical training. This training will be augmented / conducted by personnel from the 108th Division. Individual training will be tailored based upon results of diagnostic testing administered at the proponent school.

(12) Extension Training: None available.

b. **Skill Level 1 - Structured Self-Development I (SSD I).** SSD Level I tasks focus on team level Soldier and common leader skills. Soldiers are automatically enrolled by the Human Resources Command (HRC) into SSD I upon completing Basic Combat Training or One. Soldiers must complete SSD I prior to attending the Basic Leader Course. Soldiers have 36 months to complete SSD I. **The proponent for SSD-1 is the U.S. Army Sergeants Major Academy.**

c. **Skill Level 2 – Basic Leader Course (BLC):** MOS 42A Soldiers attend the BLC when eligible and recommended by their chain of command. The BLC is a course that trains Soldiers in the fundamentals of leadership. The BLC emphasizes the skills and knowledge small-unit leaders need to excel in the operational environment. Graduates of BLC will have experienced standards-based, performance-oriented and battle-focused training, which supports squad-level operations. **The proponent for the BLC is the U.S. Army Sergeants Major Academy.**

d. **Skill Level 2 – Structured Self-Development II (SSD II)** SSD Level II tasks focus on squad level leaders preparing their subordinate elements for peace, wartime missions and contingency operations throughout the operating environment. Soldiers are automatically enrolled by HRC into SSD II upon completion of the Basic Leader Course and promotion to Sergeant (SGT). Completion of SSD II is a prerequisite for attendance to the Advanced Leader Course, and being recommended for promotion to Staff Sergeant (SSG). Soldiers have 24 months to complete SSD II. **The proponent for SSD II is the U.S. Army Sergeants Major Academy.**

e. **Skill Level 3 - Human Resources Specialist Advanced Leaders Course (ALC):** Resident training is conducted at the Soldier Support Institute (SSI) Noncommissioned Officer (NCO) Academy, Fort Jackson, South Carolina. Resident ALC is 7 weeks in length and provides junior NCOs with the skills and knowledge required to successfully perform in junior-level to mid-level HR positions, especially in the battalion/brigade S-1 section.

(1) HR ALC expands and enhances the leadership and professional skills related to the daily duties of HR Sergeants. The course emphasizes advanced skills in HR Systems and brigade S-1 actions to include the four HR core competencies of Man the Force (Personnel Readiness Management, Personnel Accountability, Strength Reporting, Personnel Information Management); Provide HR Services (Essential Personnel Services, Postal Operations, Casualty Operations); Coordinate Personnel Support (Command Interest Programs, Morale, Welfare, and Recreation (MWR) Operations); and Conduct HR Planning and Operations. Training also includes leadership, oral and written communication skills, training management, and common military skills.

(2) HR ALC uses the Experiential Learning Model (ELM) to provide outcomes-based collaborative problem solving team exercises using blended learning and performance support applications. Students master knowledge and comprehension level learning objectives outside the classroom through individual learning activities, such as reading, self-pace technology delivered instruction, and research. Collaborative learning activities such as problem solving, facilitated discussions, and case studies are done in a small group environment.

(3) A rigorous and robust assessment strategy utilizing pre-assessments and modular post assessments ensures that learning objectives have been attained. All of the 21st Century Soldier Competencies are reinforced in increasing complexity and depth; adaptability and initiative, teamwork and collaboration, communication and engagement and critical thinking and problem solving are continually stressed throughout the course.

(4) HR Systems Training. AG School developed HR systems training and qualification to train and validate proficiency on HR systems such as the Enlisted Distribution and Assignment System, Total Officer Personnel Management Information System, Electronic Military Personnel Office, Army Human Resources System Enterprise Datastore, and Microsoft Office. In the same way that Soldiers must qualify on their rifles and grenade launchers, HR professionals need to regularly qualify on HR systems that they use on a daily basis. HR systems qualification is a set number of tasks or questions for each key HR system. Before qualifying on HR systems, students receive detailed instruction and extensive hands-on training on each system. The intent is to grow leaders who are capable of employing HR systems for maximum coverage on the HR battlefield (in the S-1 or G-1 sections).

(5) HR Gunnery Tables. HR leaders must be able to recognize their HR systems capabilities in order to employ them and lead on the HR battlefield. HR gunnery tables were developed to apply critical thinking and analyze data within complex S-1 battle drills to solve problems. The HR gunnery tables use rigorous and realistic scenarios. HR leaders can save products from the gunnery tables, such as formatted spreadsheets, slides, queries, and references, and reuse them at their next assignments. During the HR gunnery tables, the most common HR battle drills, such as unit status reports, HR metrics, casualty operations, evaluations, and promotion list scrubs, are stressed. Problem-solving scenarios are implemented weekly to improve muscle memory and set conditions for HR leaders to make a difference the same day they report to their units.

(6) Staff Exercise (STAFFEX). The HR systems qualification and HR gunnery tables lead up to the culminating training event during the STAFFEX. The STAFFEX simulates a day in the life of an S-1 and incorporates everything Soldiers have learned throughout the course. The STAFFEX increases the stress level and requires students to use critical thinking and problem-solving skills to accomplish more tasks than time allows. Students are required to prioritize and innovate to be successful during this event.

(5) Course scope and educational outcomes:

HR 42A ALC	
Scope	<i>ALC produces NCOs who are mid-grade HR Leaders, both doctrinally sound and technically capable of delivering HR support as the Human Resources Sergeant within a brigade/battalion S-1 or SRC 12 organization who are also effective communicators and critical and creative thinkers</i>
EDUCATIONAL OUTCOMES	
Leadership	<i>Mid-grade Leaders who exhibit character, accountability, resilience, adaptability, initiative, and sound judgment while capably serving in a brigade/battalion S-1 or SRC 12 organization delivering HR support.</i>
Doctrinally Sound	<i>-Competently delivers timely and accurate HR support. -Able to coach, counsel, and advise other HR personnel. -Competent advisor to unit leadership, supported Soldiers and their families on the craft of HR.</i>
Technically Capable	<i>-Understands the capabilities of HR enabling systems and common computer applications. -Understands the battalion/brigade HR role in support of Unified Land Operations.</i>
Critical and Creative Thinkers	<i>Able to solve sometimes ambiguous problems using logical thinking and sound reasoning to develop viable recommendations or solutions.</i>

(6) Reserve Component: Reserve Component personnel may attend either the resident course or the RC course which consists of two phases. Technical subjects and mandatory training are trained in both phases and a STAFFEX / Culminating Training Event (CTE) / Field Training Exercise (FTX) is conducted during Phase 2.

(7) 42A ALC is taught in the following locations:

(a) School Code (265), 5th Brigade (MFTB-PR), Fort Allen, Juana Diaz, Puerto Rico.

(b) School Code (4960), 4960th MFTB-HI, Fort Shafter Flats, Hawaii.

(c) School Code (R805), 4th Brigade (PS), Decatur, Georgia (Training conducted at TTCs: Camp Parks, Dublin, California; Fort Devens, Massachusetts; Fort Knox, Kentucky; Fort Dix, New Jersey)

(8) Mobilization Training: During Full Mobilization the HR ALC course length will be reduced. The academic training week will change from 40 hours (5 days a week) to 60 hours (6 days a week). During Partial Mobilization, the course is conducted at the current course lengths.

(9) Distributed Learning Initiatives: None available

(10) Individual Ready Reserve: During Full Mobilization, IRR Soldiers attend technical training at the PSP, Fort Jackson. Three courses are available, 42A3O Rapid Train-up (2 weeks), 42A3O Refresher (4 weeks), and 42A MOB (3 weeks). Weapons qualification and Warrior Tasks and Battle Drills are trained and tested at PSP prior to the technical training. This training will be augmented/conducted by personnel from the 108th Division.

(11) Extension Training: None available.

f. **Skill Level 3/4 – Structured Self-Development III (SSD III).** SSD Level III tasks focus on platoon level functions. All promotable sergeants and staff sergeants who graduate from the Advanced Leader Course are automatically enrolled by HRC into SSD III. Completion of SSD III is a prerequisite for attendance to the Senior Leader Course, and being eligible for consideration of promotion to Sergeant First Class (SFC). Soldiers have 36 months to complete SSD III. **The proponent for SSD III is the U.S. Army Sergeants Major Academy.**

g. **Skill Level 4 - Human Resources Specialist Senior Leaders Course (SLC):** Resident training is conducted at the SSI NCO Academy, Fort Jackson, South Carolina. The SLC is 6 weeks in length and provides SFCs, promotable SSGs and selected non-promotable SSGs with the skills and knowledge required to successfully perform in the operational environment at the brigade S-1 level. The SLC expands and enhances the leadership and professional skills related to the daily duties of HR Sergeants. The course emphasizes technical training focusing on the four HR core competencies of Man the Force (Personnel Readiness Management, Personnel Accountability, Strength Reporting, Personnel Information Management); Provide HR Services (Essential Personnel Services, Postal Operations, Casualty Operations); Coordinate Personnel Support (MWR Operations), and Conduct HR Planning and Operations. Training also includes leadership, oral and written communication skills, training management and common military skills.

(1) This course uses the ELM to provide outcomes-based collaborative problem solving team exercises using blended learning and performance support applications. Students master knowledge and comprehension level learning objectives outside the classroom through individual learning activities, such as reading, self-pace technology delivered instruction, and research. Collaborative learning activities such as problem solving, facilitated discussions, and case studies are done in a small group environment.

(2) A rigorous and robust assessment strategy utilizing pre-assessments and modular post assessments ensures that learning objectives have been attained. All of the 21st Century Soldier Competencies are reinforced in increasing complexity and depth; adaptability and initiative, teamwork and collaboration, communication and engagement and critical thinking and problem solving are continually stressed throughout the course.

(3) HR Systems Training. AG School developed HR systems training and qualification to train and validate proficiency on HR systems such as the Enlisted Distribution and Assignment System, Electronic Military Personnel Office, Army Human Resources System Enterprise Datastore, and Microsoft Office. In the same way that Soldiers must qualify on their rifles and grenade launchers, HR professionals need to regularly qualify on HR systems that they use on a daily basis. HR systems qualification is a set number of tasks or questions for each key HR system. Before qualifying on HR systems, students receive detailed instruction and extensive hands-on training on each system. The intent is to grow leaders who are capable of employing HR systems for maximum coverage on the HR battlefield (in the S-1 or G-1 sections).

(4) HR Gunnery Tables. HR leaders must be able to recognize their HR systems capabilities in order to employ them and lead on the HR battlefield. HR gunnery tables were developed to apply critical thinking and analyze data within complex S-1 battle drills to solve problems. The HR gunnery tables use rigorous and realistic scenarios. HR leaders can save products from the gunnery tables, such as formatted spreadsheets, slides, queries, and references, and reuse them at their next assignments. During the HR gunnery tables, the most common HR battle drills, such as unit status reports, HR metrics, casualty operations, evaluations, and promotion list scrubs, are stressed. Problem-solving scenarios are implemented weekly to improve muscle memory and set conditions for HR leaders to make a difference the same day they report to their units.

(5) STAFFEX. The HR systems qualification and HR gunnery tables lead up to the culminating training event during the STAFFEX. The STAFFEX simulates a day in the life of an S-1 and incorporates everything Soldiers have learned throughout the course. The STAFFEX increases the stress level and requires students to use critical thinking and problem-solving skills to accomplish more tasks than time allows. Students are required to prioritize and innovate to be successful during this event.

(6) Course scope and educational outcomes:

HR 42A SLC	
Scope	<i>SLC produces NCOs who are senior HR Leaders, both doctrinally sound and technically proficient in planning and executing HR support as the Senior Human Resources Sergeant within a Brigade S-1, Division G-1, or SRC 12 organization who are also effective communicators and critical and creative thinking HR planners.</i>
EDUCATIONAL OUTCOMES	
Leadership	<i>Senior HR Leaders who demonstrate character, accountability, resilience, adaptability, initiative, and sound judgment while expertly serving in a Brigade S-1, Division G-1 or SRC 12 organization planning and executing HR support.</i>
Doctrinally Sound	<i>-Effectively and efficiently plans and executes HR support to doctrinal standard in the Operational Environment. -Capable coach, counselor, mentor, and advisor for junior HR personnel. -Trusted advisor to senior Army leaders, supported Soldiers and their families in the craft of HR.</i>
Technically Capable	<i>-Proficient in the capabilities of HR enabling systems and their interface with other Sustainment Tactical and Deployable systems (e.g., BCS2, CPOF). -Understands the role of HR organizations and programs in support of Unified Land Operations. -Familiar with operational and strategic sustainment</i>
Critical and Creative Thinkers	<i>-Skilled in analysis of HR planning considerations and the execution of HR support in a theater and/or Joint environment. -Able to solve sometimes ambiguous problems using logical thinking and sound reasoning to develop viable solutions.</i>

(5) Reserve Component: Reserve Component personnel may attend either the resident course or the RC course, which consists of two phases. Technical subjects and mandatory training are trained in both phases and a STAFFEX / FTX is conducted during Phase 2.

(6) 42A SLC is taught in the following locations:

(a) School Code (265), 5th Brigade (MFTB-PR), Fort Allen, Juana Diaz, Puerto Rico.

(b) School Code (R805), 4th Brigade (PS), Decatur, Georgia (Training conducted at TTCs: Camp Parks, Dublin, California; Fort Devens, Massachusetts; Fort Knox, Kentucky; Fort Dix, New Jersey).

(7) Mobilization Training: The 42A SLC will be eliminated during Full Mobilization. During Partial Mobilization, the course will continue at the current length.

(8) Distributed Learning Initiatives: None available.

(9) Individual Ready Reserve: During Full Mobilization, IRR Soldiers attend technical training at PSP, Fort Jackson. Two courses are available, 42A4O Rapid Train-up (2 weeks), and 42A4O Refresher (4 weeks). Weapons qualification and Warrior Tasks and Battle Drills are trained and tested at the PSP prior to the technical training. This training will be augmented/conducted by personnel from the 108th Division.

(10) Extension Training: None available.

h. **Skill Level 4 – Structured Self-Development IV (SSD IV).** SSD Level IV tasks focus on company and battalion level functions. All promotable SSGs, and SFC, who graduate from the Senior Leader Course, are automatically enrolled by HRC into SSD IV. Completion is a prerequisite for attendance to the Master Leader Course and being eligible for consideration of promotion to Master Sergeant (MSG). Soldiers have 36 months to complete SSD IV. **The proponent for SSD IV is the U.S. Army Sergeants Major Academy.**

i. **Skill Level 5 – Structured Self-Development V (SSD V).** SSD V tasks focus on nominative and joint staff levels positions. All promotable master sergeants and sergeants major are automatically enrolled by HRC into SSD V upon completion of the sergeant major course or its equivalent. Completion of SSD V is prerequisite for being considered for nominative and joint assignments. Soldiers have 36 months to complete SSD V. **The proponent for SSD V is the U.S. Army Sergeants Major Academy.**

j. **Functional Course: Postal Operations Course (ASI F5)** is available for Soldiers with postal assignments at either the Human Resources Sustainment Center (HRSC), Military Mail Terminal (MMT) or with Postal Platoons. It is an Inter-Service Training Review Organization (ITRO) course and is 5 weeks in length. Graduation from this course will allow the award of the postal identifier (Army Additional Skill Identifier (ASI) (enlisted) F5 or Skill Identifier (SI) (officer) 4J).

(1) The course provides Postal Clerks with the basic skill sets that support unit readiness, commanders, and Service Members and their families. Hands-on training focuses on one HR technical core competency: Provide HR Services.

(2) Classroom learning has shifted from instructor-centered, lecture-based methods to a learner-centered, context-based, collaborative, problem-centered methodology. Training is delivered using a variety of ALM instructional methods for the instructor/facilitator including structured overviews, drill and practice, demonstration, conference/discussion, research/study, United States Postal Service equipment operations, practical exercises (written and hands-on) and comprehensive assessments/tests

(3) Learners are engaged in collaborative practical and problem solving exercises that are relevant to the entry-level Postal Clerk and provide an opportunity to develop critical 21st Century Soldier competencies such as initiative, critical thinking, teamwork, and accountability along with learning

content. Collaborative learning activities, discussion, identification of problems, and solving those problems are done in both the large and small group classroom environment.

(4) Postal Operations utilizes spaced practice of skills and scenario-based instruction. The approach reinforces previously learned skills and to prevent “learning decay.” The training sequence allows students an opportunity to practice, refine and build upon skills throughout the duration of the course. Training leads up to a realistic culminating training event where students apply and demonstrate what they have learned in a Mock Military Post Office simulated environment.

POSTAL OPERATIONS – ASI F5	
Scope	<i>The Postal Operations Course produces a Postal Clerk who is disciplined, competent, and confident in their ability to provide First Class mail services to Department of Defense personnel and their families.</i>
EDUCATIONAL OUTCOMES	
Soldiers	<i>Valued member of the team who exhibit character, accountability, resilience, adaptability, initiative, and sound judgment while honorably serving in a military postal facility.</i>
Doctrinally Sound	<i>Competently performs timely, accurate, and relevant Postal Support.</i>
Technically Capable	<i>Demonstrate the capabilities and performs basic functions of Postal enabling systems and common computer and web-based applications.</i>
Critical and Creative Thinkers	<i>Able to solve sometimes ambiguous problems using logical thinking and sound reasoning to develop viable solutions or recommendations.</i>

(5) Reserve Component: Phase 2 is conducted by the Interservice Postal Training Activity (IPTA), Fort Jackson, South Carolina. Phase 1 is conducted by 4th BDE (PS) at the TTCs. Phase 1 completion is a prerequisite for Phase 2.

(6) The Army School System (TASS) Implementation. Programs of Instruction (POI) for all three courses are current. These POIs include The Army Training System (TATS) Postal Operations, the 5-week resident course; TATS Postal Operations Course Phase 1 which contains 77.5 hours is conducted at the Adjutant General School, Fort Jackson and a TATS Postal Operations Course Phase 2 which contains 109.5 hours and is conducted by 4th BDE (PS) at various TTCs.

(7) Mobilization Training: During Full Mobilization, the course length for TATS Postal Operations (Resident) is reduced to 4 weeks based on a 10-hour day. During partial mobilization, the course is conducted at the current approved course length.

(8) Individual Ready Reserve (IRR): Rapid Train-up and Refresher Courses are not available for the Postal Operations Course; however, on a case-by-case basis, the Adjutant General School may be able to provide training based on available instructor manpower to units (off-site training or video tele-training) or provide Train-the-Trainer instruction.

k. **Functional Course: Postal Supervisor Course (ASI F4)** stresses management and supervisory skills required for the operation of military post offices. It is an Inter-Service Training Review Organization (ITRO) course. This course is 2 weeks, 4 days in length. Personnel in the grades of SSG through MAJ may attend this course. The Postal Operations Course (F5) is a prerequisite for enlisted personnel. Upon successful completion, Army enlisted personnel will be awarded the ASI F4. Officer personnel may be awarded Skill Identifier (SI) 4J by attending either the F5 or F4 course.

(1) Classroom learning has shifted from instructor-centered, lecture-based methods to a learner-centered, outcomes-based, collaborative, problem-centered methodology. Learners engage in collaborative practical and problem solving exercises relevant to Postal Supervisors and provide an opportunity to enhance their critical 21st Century Soldier competencies such as initiative, critical thinking, teamwork, and accountability along with learning content.

(2) Throughout the course students use reflective, critical and creative thinking skills to complete assigned course requirements, including written and oral communication assignments, practical exercises, small group work, facilitated discussions, and homework. Instructor/facilitators skillfully guide students throughout the course and challenge them to focus on the learning that is occurring and the major objectives of the course.

(3) The Postal Supervisor Course uses realistic, rigorous, authentic performance-oriented assessments to gauge student learning throughout the course. These assessments replicate the actual job requirements as closely as possible.

POSTAL SUPERVISOR COURSE – ASI F4	
Scope	<i>The Postal Supervisor Course provides training on all critical tasks regarding Military Postal Service (MPS) responsibilities, postal financial management, supervisory functions on the POS One system, mail security, mail transportation and postal inspections. The course produces a mid-grade leader, both doctrinally sound and technically capable of delivering Postal support as the Custodian of Postal Effects, Postal Officer, and Postal Supervisor within a postal organization who are also effective communicators and critical and creative thinkers.</i>
EDUCATIONAL OUTCOMES	
Leadership	<i>Mid-grade Leaders who exhibit character, accountability, resilience, adaptability, initiative, and sound judgment while capably serving in a postal organization delivering postal support to members of the Department of Defense and their family.</i>
Doctrinally Sound	<i>Effectively and efficiently plans and executes postal support to doctrinal standard in the Operational Environment; capable coach, counselor, mentor, and advisor for junior postal personnel; trusted advisor to senior leaders, supported Service Members and their families in the craft of processing postal effects.</i>
Technically Capable	<i>Proficient in the capabilities of postal enabling systems such as the Automated Military Postal Service (AMPS) and the interface with other U.S. Postal Service (USPS) Systems; understands the role of postal organizations and programs in support of Unified / Joint Operations; familiar with operational and strategic sustainment of mail support in the Operational Environment.</i>
Critical and Creative Thinkers	<i>Skilled in analysis of Postal planning considerations and the execution of mail support in a theater and/or Joint environment; able to solve sometimes ambiguous problems using logical thinking and sound reasoning to develop viable solutions.</i>

(4) Reserve Component: RC personnel that hold ASI F5 may attend the resident course.

(5) TASS Implementation. None

(6) Mobilization Training: During Full Mobilization, the course length is reduced to 2 weeks based on a 10-hour day. During partial mobilization, the course is conducted at the peacetime approved course length.

(7) Individual Ready Reserve (IRR): Rapid Train-up and Refresher Courses are not available.

I. **Functional Course: Executive Administrative Assistant (EAA) (ASI E3)** is available for MOS 42A Soldiers assigned to, or on assignment to, an authorized ASI E3 position. The EAA course is a 3-week resident course conducted at the 369th Adjutant General Battalion, Fort Jackson, South Carolina. The proponent for the course is the U.S. Army Adjutant General School. Graduation from this course authorizes the award of the ASI E3 per DA PAM 611-21, Military Occupational Classification and Structure.

(1) The EAA course provides Soldiers with advanced administrative, digital technology, grammar, and communications skills that prepares them to provide professional, executive-level administrative support to senior officers and civilians at brigade-level organizations and above. This course also introduces the major principles of Character Development during in-processing, and furthers reinforce that information in subsequent lessons, as applicable.

(2) Classroom training uses a learner-centered, context-based, collaborative, problem-centered methodology. Training is delivered using a variety of instructional strategies and methods of instruction including structured overviews, drill and practice, demonstration, small group and reflective discussions, practical exercises (written and hands-on) and comprehensive assessments / tests.

(3) Learners engage in collaborative practical and problem-solving exercises relevant to the EAA who supports senior officers and civilians. Supported by the learning content, practical exercises provide an opportunity to develop critical 21st Century Soldier Competencies including character and accountability; adaptability and initiative; lifelong learner; critical thinking; and teamwork and collaboration.

EXECUTIVE ADMINISTRATIVE ASSISTANT – ASI E3	
Scope	<i>The Executive Administrative Assistant course produces Soldiers with advanced administrative, digital technology, grammar, and communications skills who provide professional, executive-level administrative support to senior officers and civilians at brigade-level organizations and above.</i>
EDUCATIONAL OUTCOMES	
Administrative Professional	<ul style="list-style-type: none"> (1) <i>Skilled manager, planner, and multi-tasker with enhanced interpersonal skills who is able to anticipate requirements and perform in a fast-paced, high-stress environment.</i> (2) <i>Effective coordinator and communicator with all levels of internal management and staff, as well as external agencies and individuals.</i> (3) <i>Able to solve ambiguous or complex problems using critical and creative thinking skills to develop viable recommendations or solutions.</i> (4) <i>Demonstrates sensitivity, tact, and sound judgment involving confidential matters, as required.</i> (5) <i>Team player who is able to supervise, coach, mentor, and train lower level administrative staff.</i>
Technical Expert	<ul style="list-style-type: none"> (1) <i>Well-developed communications skills and advanced knowledge of grammar, spelling and punctuation; strong computer and internet research abilities.</i> (2) <i>Proficient in prioritizing, researching, preparing, editing, distributing, and filing digital and hard-copy correspondence, reports, and presentations.</i> (3) <i>In-depth knowledge of relevant computer software and standard office administrative practices and procedures.</i> (4) <i>Knowledgeable coordinator for official visits, conferences, ceremonies, tours, and social functions.</i> (5) <i>Effectively monitors, screens, and responds to incoming communications and distinguished visitors.</i> (6) <i>Competently manages senior officials' schedules, appointments, and travel arrangements.</i>

(4) Reserve Component. Reserve Component personnel may attend the EAA course.

(5) TASS Implementation. None.

(6) Mobilization Training. During full mobilization this course is suspended. During partial mobilization, the course is conducted at the peacetime approved course length.

(7) Individual Ready Reserve. Rapid train-up and refresher courses are not available.

m. **Functional Course. HR Plans and Operations Course (HRPO).** HRPO is a 2-week resident course that provides tactical and operational Human Resources (HR) training for MOS 42A NCOs in the grade of SSG(P) and above with assignments to perform duties in HR support organizations (SRC 12) and staff elements. This course prepares HR NCOs to interpret, integrate, coordinate, and implement Army HR programs and policies as HR Planners and Operators in Theater Sustainment Commands (TSC), Expeditionary Sustainment Commands (ESC), Sustainment Brigades, HR Sustainment Centers (HRSC), Military Mail Terminals (MMT), Theater Gateway (TG) Personnel Accountability Teams (PAT) and HR Companies. This course is available to all components.

(1) HRPO prepares students for strategic HR planning by providing a broad contextual understanding of HR support and their role as senior leaders. Learning occurs through a problem-based model that emphasizes inquiry and peer-to-peer interaction. Learners engage in collaborative practical and complex problem solving exercises relevant to HR NCO planners and provide an opportunity to enhance their critical 21st Century Soldier competencies such as initiative, critical thinking, teamwork, and accountability along with learning content.

(2) Training and educational outcomes are enhanced leveraging the learner's experiences. Students and facilitators construct knowledge by sharing prior knowledge and experiences, and by examining what works and what does not work. HRPO uses realistic, rigorous, authentic pre- and post-assessments to assess student learning.

(3) A mobile device HRPO app provides a technology-enhanced product that supports education, training, and job performance. Multiple interactive multimedia instruction (IMI) practical exercises are used throughout the course. Students also reinforce knowledge and comprehension level learning objectives outside the classroom through individual learning activities such as assigned reading, self-paced technology-delivered instruction, blended-learning, or research. Collaborative learning activities, discussion, identification of problems, and solving those problems are accomplished in both the large and small group classroom environment.

(4) Training concludes with a realistic, culminating CAPSTONE training event where students apply and demonstrate advanced analytical and problem-solving capabilities, critical thinking, leadership techniques, and character attributes in a simulated operational environment. Course scope and educational outcomes:

HR PLANS AND OPERATIONS COURSE	
Scope	<i>HR Plans and Operations trains HR professionals on operational / tactical HR programs, processes, systems and plans with the focus on HR support organizations (SRC 12) and staff elements with special emphasis on the HROB (Sustainment Brigade and ESC), HRSC, MMT Team, TG PAT, and the HR Company.</i>
EDUCATIONAL OUTCOMES	
Leadership	<ul style="list-style-type: none"> <i>Demonstrates character, confidence, composure, resilience, mental agility, and sound judgment while leading, developing and planning HR concepts of support.</i> <i>Trusted advisor to commanders and staff in the craft of deployed HR operations.</i>
Doctrinally Sound	<ul style="list-style-type: none"> <i>Understands the relationship between doctrinal core competencies and supporting HR enabling systems.</i> <i>Knowledgeable in personnel planning and theater-level HR support.</i>
Technically Capable	<ul style="list-style-type: none"> <i>Able to formulate, integrate and execute HR plans to meet the unit mission and commander's intent.</i> <i>Skilled in analyzing higher headquarters operational plans, identifying related organizational tasks, and designing the wartime HR plan for their organization</i>
Critical and Creative Thinker	<ul style="list-style-type: none"> <i>Prepared to balance the broad scope of HR planning considerations to plan, prepare, execute and assess HR operations and key performance indicators.</i> <i>Able to apply critical thinking skills and operational knowledge of HR doctrine, processes, systems, tools, and resources to support commanders.</i>

n. Functional Course. Brigade S-1 Operations Course. The Brigade S-1 Operations Course is a 2-week resident course available for MOS 42A NCOs in the grade of SSG(P), SFC and MSG who have successfully completed HR SLC. This course prepares NCOs to interpret, integrate, coordinate, and implement Army HR programs and policies at the Brigade S-1 level. Brigade-focused training includes the HR core competencies of Man the Force (Personnel Readiness Management, Personnel Accountability, Strength Reporting, Personnel Information Management); Provide HR Services (Essential Personnel Services, Postal Operations, Casualty Operations); Coordinate Personnel Support (MWR Operations); and Conduct HR Planning and Operations. This course is available to all components.

(1) Army Learning Model techniques are employed to produce students who possess a greater depth of knowledge, have faster access to information and job aids, are skilled in their crafts, and are resilient and ready to adapt to an ever-changing S-1 environment. Classroom learning has shifted from instructor-centered, lecture-based methods to a learner-centered, outcomes-based, collaborative, problem-centered methodology. Learners engage in both individual and group practical and problem solving exercises relevant to S-1 sections and are provided an opportunity to enhance their critical 21st Century Soldier competencies such as initiative, critical thinking, teamwork, and accountability along with HR technical skills.

(2) Students train on an integrated training database comprising multiple computer-based and web-based HR enabling systems. The training database allows Soldiers to train on the many systems and applications using self-contained training data to maintain or enhance critical HR skills to better support sustainment in the Army community. Brigade S-1 Operations uses realistic, authentic pre- and post-assessments to assess student learning that replicate the actual job requirements as closely as possible. Human Resources simulators and simulations are tailored to the students' level of knowledge which can be ramped up in complexity and allow multiple repetitions to increase mastery and challenge a student's adaptability and initiative.

(3) Course scope and educational outcomes:

BRIGADE S-1 OPERATIONS COURSE	
Scope	<i>Brigade S-1 Operations trains S-1 personnel on operational / tactical HR programs, processes, systems and plans and focuses on the role of the Brigade S-1.</i>
EDUCATIONAL OUTCOMES	
Leadership	<ul style="list-style-type: none"> • <i>HR professional and leader who exhibits character, accountability, resilience, adaptability, initiative, and sound judgment who competently delivers timely and accurate HR support.</i> • <i>Capable counselor and trusted advisor for commanders and Soldiers on HR Services.</i>
Doctrinally Sound	<ul style="list-style-type: none"> • <i>Understands the relationship between doctrinal core competencies and supporting HR enabling systems.</i> • <i>Able to competently execute HR support to the doctrinal standard.</i>
Technically Capable	<ul style="list-style-type: none"> • <i>Understands the capabilities of HR enabling systems and common computer applications.</i> • <i>Understands the Brigade S-1's role in support of commanders, Soldiers and Unified Land Operations.</i>
Critical and Creative Thinker	<ul style="list-style-type: none"> • <i>Skilled in analysis of HR services and the execution of HR support at brigade-level.</i> • <i>Able to solve sometimes ambiguous problems using logical thinking and sound reasoning to develop viable recommendations or solutions.</i>

4. **TRAINING / EDUCATION DELETED:** None.

5. ALTERNATIVES, IF RESOURCES ARE NOT PROVIDED:

a. Alternatives.

(1) **Contracting.** Contracting for development and delivery of enlisted MOS 42A training is an alternative; however, is not considered viable given current and projected resource constraints and the manpower required and associated costs. Additionally, development and delivery of training materials by contractors would require MOS subject matter experts to closely monitor and coordinate many aspects of this alternative which would result in inefficient utilization of assigned military facilitators/instructors and training development personnel. This alternative is cost-prohibitive.

(2) **Program of Instruction (POI) Modifications.** A course-by-course review could be conducted to identify portions of the POIs that could be eliminated or shortened and Instructor-to-Student ratios could be assessed for potential savings. This alternative would involve risk to having fully-trained HR Specialists to support commanders, Soldiers, and Families.

b. **Courses and training and education products, in priority order, that would be deleted if necessary.** In the event some or all resources needed to support the training and education of HR Specialists were not provided a detailed course-by-course analysis would be required to develop a prioritized list of training and education products that would be deleted.

c. **Impact.** Failure to resource training requirements will have a negative impact on Army, Soldier, and Family Readiness. Adequate resourcing for the MOS 42A HR training program is essential in order to provide critical technical skills and competencies necessary for HR Soldiers and NCOs to support commanders in the operational and garrison environments. The HR Specialist supervises or performs HR functions in support of every echelon of command across the DOD, including ASCC G-1 sections, Corps and Division G-1 sections, SRC-12 organizations (HRSC, MMT Team, PATs, HR Company, Postal Platoon, HR Platoon, HR Squad), and Battalion and Brigade level S-1s, as well as Army National Guard State Headquarters, Regional Readiness Commands, and DA staff. Inadequate funding for MOS 42A training will have a negative impact on HR support for commanders and Soldiers at the strategic, operational, and tactical levels.

SECTION II – ITP MILESTONE SCHEDULE (IMS) – MOS 42A

ITP Title: Human Resources Specialist (MOS 42A)
 IMS Preparation Date: 1606

Per TRADOC PAM 350-70-9, Figure E-4 - All dates will be in numerical format by calendar year and month (for example, 1509 for Sep 2015).

Submit ITP: Review ITP Review ITP Review ITP Review ITP
 1610 1710 1810 1910 2010

System / Equipment / Device Related Milestones:

System	*STRAP (yymm)	**FUE Date (yymm)	Affected Courses
Integrated Personnel and Pay System-Army (IPPS-A)			500-42A10
Release 1	1610	1610	805C-42A10
Release 2	TBD	TBD	500-42A30-C45
Release 3	TBD	TBD	805C-42A30-C45
Release 4	TBD	TBD	500-42A40-C46
Release 5	TBD	TBD	805C-42A40-C46 7C-F47-500-F34

*STRAP=System Training Plan
 **FUE=First Unit Equipped

NOTE: STRAPs will be developed and approved prior to each release of IPPS-A. The MOS 42A ITP will be closely monitored and adjusted, as needed, during the fielding of IPPS-A across all three components- Active Army, U.S. Army Reserve, and Army National Guard.

SECTION III–COURSE REVISION MILESTONE SCHEDULE (CRMS)–42A

Course Number: 500-42A10	Course Type Code: 06
Course Title: HR Specialist (AIT) (42A)	ITRO Code: Q
CRMS Preparation Date: 1606	Contract Code: N

Events:	FY17 (yymm)	FY18 (yymm)	FY19 (yymm)	FY20 (yymm)	FY21 (yymm)
1 Submit CAD	1610			1910	
2 Submit POI	1610			1910	
3 Course Implementation/Revision	1610			1910	
4 Estimated Course Length	8 W 5 D	8 W 5 D	8 W 5 D	8 W 5 D	8 W 5 D
5 Estimated Adjusted ICH	530.5	530.5	530.5	530.5	530.5
6 Maximum Class Size	28	28	28	28	28
7 Optimum Class Size	28	28	28	28	28
8 Minimum Class Size	20	20	20	20	20
9 Estimated Academic Hours	465.4	465.4	465.4	465.4	465.4
10 Estimated Student Input	2538	3136	TBD	TBD	TBD

NOTE: The HR Specialist AIT Program of Instruction was validated by Headquarters, TRADOC on 8 August 2014.

Course Number: 805C-42A10 (R) PH1	Course Type Code: 10
Course Title: HR Specialist (MOS-T) PH1 (ADT) (42A)	ITRO Code: Q
CRMS Preparation Date: 1606	Contract Code: N

Events:		FY17 (yymm)	FY18 (yymm)	FY19 (yymm)	FY20 (yymm)	FY21 (yymm)
1	Submit CAD	1610			1910	
2	Submit POI	1610			1910	
3	Course Implementation/Revision		1710			2010
4	Estimated Course Length	2 W 0 D	2 W 0	2 W 0	2 W 0	2 W 0
5	Estimated Adjusted ICH	121.3	121.3	121.3	121.3	121.3
6	Maximum Class Size	112	112	112	112	112
7	Optimum Class Size	28	28	28	28	28
8	Minimum Class Size	20	20	20	20	20
9	Estimated Academic Hours	120.5	120.5	120.5	120.5	120.5
10	Estimated Student Input	660	TBD	TBD	TBD	TBD

NOTE: The HR Specialist MOS-T PH1 Program of Instruction was validated by Headquarters, TRADOC on 8 September 2014.

Course Number: 805C-42A10 (R) PH2	Course Type Code: 10
Course Title: HR Specialist (MOS-T) PH2 (ADT) (42A)	ITRO Code: Q
CRMS Preparation Date: 1606	Contract Code: N

Events:		FY17 (yymm)	FY18 (yymm)	FY19 (yymm)	FY20 (yymm)	FY21 (yymm)
1	Submit CAD	1610			1910	
2	Submit POI	1610			1910	
3	Course Implementation/Revision		1710			2010
4	Estimated Course Length	2 W 0 D	2 W 0	2 W 0	2 W 0	2 W 0
5	Estimated Adjusted ICH	132.0	132.0	132.0	132.0	132.0
6	Maximum Class Size	112	112	112	112	112
7	Optimum Class Size	28	28	28	28	28
8	Minimum Class Size	20	20	20	20	20
9	Estimated Academic Hours	120.9	120.9	120.9	120.9	120.9
10	Estimated Student Input	660	TBD	TBD	TBD	TBD

NOTE: The HR Specialist MOS-T PH2 Program of Instruction was validated by Headquarters, TRADOC on 8 September 2014.

Course Number: 500-42A30-C45	Course Type Code: 09
Course Title: HR Specialist Advanced Leader Course (ALC) (42A)	ITRO Code: Q
CRMS Preparation Date: 1606	Contract Code: N

	Events:	FY17 (yymm)	FY18 (yymm)	FY19 (yymm)	FY20 (yymm)	FY21 (yymm)
1	Submit CAD	1610			1910	
2	Submit POI	1610			1910	
3	Course Implementation/Revision	1610			1910	
4	Estimated Course Length	6 W 5 D	6 W 5 D	6 W 5 D	6 W 5 D	6 W 5 D
5	Estimated Adjusted ICH	1292.0	1292.0	1292.0	1292.0	1292.0
6	Maximum Class Size	64	64	64	64	64
7	Optimum Class Size	64	64	64	64	64
8	Minimum Class Size	12	12	12	12	12
9	Estimated Academic Hours	300.0	300.0	300.0	300.0	300.0
10	Estimated Student Input	444	481	TBD	TBD	TBD

NOTE: The HR Specialist ALC Program of Instruction was validated by Headquarters, TRADOC on 25 March 2014.

Course Number: 805C-42A30-C45	Course Type Code: 09
Course Title: HR Specialist Advanced Leader Course (ALC) PH1 (42A)	ITRO Code: Q
CRMS Preparation Date: 1606	Contract Code: N

	Events:	FY17 (yymm)	FY18 (yymm)	FY19 (yymm)	FY20 (yymm)	FY21 (yymm)
1	Submit CAD	1610			1910	
2	Submit POI	1610			1910	
3	Course Implementation/Revision		1710			2010
4	Estimated Course Length	2 W 0 D	2 W 0 D	2 W 0 D	2 W 0 D	2 W 0 D
5	Estimated Adjusted ICH	753.0	753.0	753.0	753.0	753.0
6	Maximum Class Size	96	96	96	96	96
7	Optimum Class Size	96	96	96	96	96
8	Minimum Class Size	12	12	12	12	12
9	Estimated Academic Hours	120.5	120.5	120.5	120.5	120.5
10	Estimated Student Input	576	TBD	TBD	TBD	TBD

NOTE: The HR Specialist ALC PH1 Program of Instruction was validated by Headquarters, TRADOC on 25 March 2014.

Course Number: 805C-42A3O-C45	Course Type Code: 09
Course Title: HR Specialist Advanced Leader Course (ALC) PH2 (42A)	ITRO Code: Q
CRMS Preparation Date: 606	Contract Code: N

	Events:	FY17 (yymm)	FY18 (yymm)	FY19 (yymm)	FY20 (yymm)	FY21 (yymm)
1	Submit CAD	1610			1910	
2	Submit POI	1610			1910	
3	Course Implementation/Revision		1710			2010
4	Estimated Course Length	2 W 0 D	2 W 0 D	2 W 0 D	2 W 0 D	2 W 0 D
5	Estimated Adjusted ICH	1020.0	1020.0	1020.0	1020.0	1020.0
6	Maximum Class Size	96	96	96	96	96
7	Optimum Class Size	96	96	96	96	96
8	Minimum Class Size	12	12	12	12	12
9	Estimated Academic Hours	168.0	168.0	168.0	168.0	168.0
10	Estimated Student Input	576	TBD	TBD	TBD	TBD

NOTE: The HR Specialist ALC PH2 Program of Instruction was validated by Headquarters, TRADOC on 25 March 2014.

Course Number: 500-42A4O-C46	Course Type Code: 09
Course Title: HR Specialist Senior Leaders Course (SLC) (42A)	ITRO Code: Q
CRMS Preparation Date: 1606	Contract Code: N

	Events:	FY17 (yymm)	FY18 (yymm)	FY19 (yymm)	FY20 (yymm)	FY21 (yymm)
1	Submit CAD	1610			1910	
2	Submit POI	1610			1910	
3	Course Implementation/Revision	1610			1910	
4	Estimated Course Length	6 W 0 D	6 W 0 D	6 W 0 D	6 W 0 D	6 W 0 D
5	Estimated Adjusted ICH	1143.6		1143.6		1143.6
6	Maximum Class Size	64	64	64	64	64
7	Optimum Class Size	64	64	64	64	64
8	Minimum Class Size	12	12	12	12	12
9	Estimated Academic Hours	263.0	263.0	263.0	263.0	263.0
10	Estimated Student Input	311	351	TBD	TBD	TBD

NOTE: The HR Specialist SLC Program of Instruction was validated by Headquarters, TRADOC on 5 May 2014.

Course Number: 805C-42A4O-C46	Course Type Code: 09
Course Title: HR Specialist Senior Leaders Course (SLC) PH1 (42A)	ITRO Code: Q
CRMS Preparation Date: 1606	Contract Code: N

	Events:	FY17 (yymm)	FY18 (yymm)	FY19 (yymm)	FY20 (yymm)	FY21 (yymm)
1	Submit CAD	1610			1910	
2	Submit POI	1610			1910	
3	Course Implementation/Revision		1710			2010
4	Estimated Course Length	2 W 0 D	2 W 0 D	2 W 0 D	2 W 0 D	2 W 0 D
5	Estimated Adjusted ICH	0.0	0.0	0.0	0.0	0.0
6	Maximum Class Size	48	48	48	48	48
7	Optimum Class Size	48	48	48	48	48
8	Minimum Class Size	12	12	12	12	12
9	Estimated Academic Hours	120.0	120.0	120.0	120.0	120.0
10	Estimated Student Input	256	TBD	TBD	TBD	TBD

NOTE: The HR Specialist SLC PH1 Program of Instruction was validated by Headquarters, TRADOC on 5 May 2014.

Course Number: 805C-42A4O-C46	Course Type Code: 09
Course Title: HR Specialist Senior Leaders Course (SLC) PH2 (42A)	ITRO Code: Q
CRMS Preparation Date: 1606	Contract Code: N

	Events:	FY17 (yymm)	FY18 (yymm)	FY19 (yymm)	FY20 (yymm)	FY21 (yymm)
1	Submit CAD	1610			1910	
2	Submit POI	1610			1910	
3	Course Implementation/Revision		1710			2010
4	Estimated Course Length	2 W 0 D	2 W 0 D	2 W 0 D	2 W 0 D	2 W 0 D
5	Estimated Adjusted ICH	0.0	0.0	0.0	0.0	0.0
6	Maximum Class Size	48	48	48	48	48
7	Optimum Class Size	48	48	48	48	48
8	Minimum Class Size	12	12	12	12	12
9	Estimated Academic Hours	150.5	150.5	150.5	150.5	150.5
10	Estimated Student Input	256	TBD	TBD	TBD	TBD

NOTE: The HR Specialist SLC PH2 Program of Instruction was validated by Headquarters, TRADOC on 5 May 2014.

Course Number: 7C-SI/ASI4J/500-ASIF5	Course Type Code: 25
Course Title: Postal Operations (F5)	ITRO Code: Q
CRMS Preparation Date: 1606	Contract Code: N

	Events:	FY17 (yymm)	FY18 (yymm)	FY19 (yymm)	FY20 (yymm)	FY21 (yymm)
1	Submit CAD		1710			2010
2	Submit POI		1710			2010
3	Course Implementation/Revision			1810		
4	Estimated Course Length	5 W 0 D	5 W 0	5 W 0	5 W 0	5 W 0
5	Estimated Adjusted ICH	374.0	374.0	374.0	374.0	374.0
6	Maximum Class Size	30	30	30	30	30
7	Optimum Class Size	30	30	30	30	30
8	Minimum Class Size	20	20	20	20	20
9	Estimated Academic Hours	187.0	187.0	187.0	187.0	187.0
10	Estimated Student Input	543	TBD	TBD	TBD	TBD

NOTE: The Postal Operations (F5) Program of Instruction was validated by Headquarters, TRADOC on 28 July 2014.

Course Number: 805C-SI/ASI4J/ASIF5 PH1	Course Type Code: 38
Course Title: Postal Operations (RC) PH1 (F5)	ITRO Code: Q
CRMS Preparation Date: 1606	Contract Code: N

	Events:	FY17 (yymm)	FY18 (yymm)	FY19 (yymm)	FY20 (yymm)	FY21 (yymm)
1	Submit CAD		1710			2010
2	Submit POI		1710			2010
3	Course Implementation/Revision			1810		
4	Estimated Course Length	2 W 0 D	2 W 0	2 W 0	2 W 0	2 W 0
5	Estimated Adjusted ICH	0.0	0.0	0.0	0.0	0.0
6	Maximum Class Size	30	30	30	30	30
7	Optimum Class Size	30	30	30	30	30
8	Minimum Class Size	20	20	20	20	20
9	Estimated Academic Hours	77.5	77.5	77.5	77.5	77.5
10	Estimated Student Input	180	TBD	TBD	TBD	TBD

NOTE: The Postal Operations (F5) Program of Instruction was validated by Headquarters, TRADOC on 28 July 2014. Phase 1 is currently taught at IPTA Fort Jackson, but in FY17 current Phase 1 becomes Phase 2.

Course Number: 7C-SI/ASI4J/500-ASIF5 PH2	Course Type Code: 38
Course Title: Postal Operations (RC) PH2 (F5)	ITRO Code: Q
CRMS Preparation Date: 1606	Contract Code: N

	Events:	FY17 (yymm)	FY18 (yymm)	FY19 (yymm)	FY20 (yymm)	FY21 (yymm)
1	Submit CAD		1710			2010
2	Submit POI		1710			2010
3	Course Implementation/Revision			1810		
4	Estimated Course Length	2 W 0 D	2 W 0	2 W 0	2 W 0	2 W 0
5	Estimated Adjusted ICH	0.0	0.0	0.0	0.0	0.0
6	Maximum Class Size	30	30	30	30	30
7	Optimum Class Size	30	30	30	30	30
8	Minimum Class Size	20	20	20	20	20
9	Estimated Academic Hours	78.0	78.0	78.0	78.0	78.0
10	Estimated Student Input	106	TBD	TBD	TBD	TBD

NOTE: The Postal Operations (F5) Program of Instruction was validated by Headquarters, TRADOC on 28 July 2014.

Course Number: 7A-SI4J/500-ASIF4	Course Type Code: 38
Course Title: Postal Supervisor (F4)	ITRO Code: Q
CRMS Preparation Date: 1606	Contract Code: N

	Events:	FY17 (yymm)	FY18 (yymm)	FY19 (yymm)	FY20 (yymm)	FY21 (yymm)
1	Submit CAD		1710			2010
2	Submit POI		1710			2010
3	Course Implementation/Revision			1810		
4	Estimated Course Length	2 W 4 D	2 W 4 D	2 W 4 D	2 W 4 D	2 W 4 D
5	Estimated Adjusted ICH	0.0	0.0	0.0	0.0	0.0
6	Maximum Class Size	30	30	30	30	30
7	Optimum Class Size	30	30	30	30	30
8	Minimum Class Size	20	20	20	20	20
9	Estimated Academic Hours	103.5	103.5	103.5	103.5	103.5
10	Estimated Student Input	98	TBD	TBD	TBD	TBD

NOTE: The Postal Supervisor (F4) Program of Instruction was validated by Headquarters, TRADOC on 28 July 2014.

Course Number: 510-ASIE5	Course Type Code: 25
Course Title: Executive Administrative Assistant (ASI E3)	ITRO Code: Q
CRMS Preparation Date: 1606	Contract Code: N

	Events:	FY16 (yymm)	FY17 (yymm)	FY18 (yymm)	FY19 (yymm)	FY20 (yymm)
1	Submit CAD	1604			1810	
2	Submit POI	1604			1810	
3	Course Implementation/Revision		1610			1910
4	Estimated Course Length	5 W 0 D	3 W 0 D	3 W 0 D	3 W 0 D	3 W 0 D
5	Estimated Adjusted ICH	180.0	180.0	180.0	180.0	180.0
6	Maximum Class Size	18	18	18	18	18
7	Optimum Class Size	15	15	15	15	15
8	Minimum Class Size	10	10	10	10	10
9	Estimated Academic Hours	108.0	108.0	108.0	108.0	108.0
10	Estimated Student Input	30	43	TBD	TBD	TBD

***NOTE:** The EAA E3 course was redesigned in FY16. An updated POI will be submitted in May 2016 to change the course from 5-weeks to 3-weeks, effective FY17.

SECTION IV - RESOURCE ESTIMATE – MOS 42A

1. RESOURCE NARRATIVE. The Deployed Theater Accountability Software (DTAS) and Electronic Military Personnel Office (eMILPO) HR training systems are used in the following courses. Each course has an approved Program of Instruction (POI) validated by HQs, TRADOC.

ATRRS ID	Course	ATRRS ID	Course
500-42A10/ 805C-42A10 (R)	HR Specialist Advanced Individual Training/MOS-T (AC/RC)	7-12-C20B	AG Basic Officer Leader Course-Branch
500-42A30-C45/ 805C-42A30-C45	HR Specialist Advanced Leaders Course (AC/RC))	7-12-C22/ 7-12-C23	AG Captains Career Course (AC/RC)
500-42A40-C46/ 805C-42A40-C46	HR Specialist Senior Leaders Course (AC/RC)	7C-420A	HR Technician Warrant Officer Basic Course
7C-F47/500-F34	Brigade S-1 Operations	7-12-C32 7-12-C33	HR Technician Warrant Officer Advanced Course (AC/RC)
7C-42H/500-F32	HR Management Qualification Course		

Consolidated projected annual costs for all courses above are as follows:

	FY17	FY18	FY19	FY20	FY21	FY22	FY23
*DTAS	\$398K	\$412K	\$427K	\$409K	\$417K	\$425K	\$438K
**eMILPO	\$464K	\$478K	\$493K	\$504K	\$515K	TBD	TBD
IPPS-A	\$2664K	\$2712K	\$2761K	\$2811K	\$2861K	TBD	TBD

*DTAS is an enduring HR system requiring continued funding through FY19 and beyond. Cost estimates above include two full-time employees for system maintenance, version upgrades, hardware/software maintenance and a database refresh cycle.

**eMILPO is projected to be phased out with the incremental fielding of the Integrated Personnel and Pay System-Army (IPPS-A) (See *Training Equipment / TADSS Summary1*). The exact date is still to be determined. Cost estimates above include two full-time employees for system maintenance, version upgrades, hardware/software maintenance and a database refresh cycle.

2. ADDITIONAL OPERATIONS AND MAINTENANCE ARMY (OMA) REQUIREMENTS SUMMARY

COURSE TITLE AND NUMBER (1)	ACCOUNT (AMSCO) (2)	OMA COST (\$000)		
		ONE-TIME (3)	RECURRING (4)	PURPOSE (5)
See Resource Narrative above.				

3. TRAINING AMMUNITION REQUIREMENTS SUMMARY

COURSE NUMBER: 500-42A10

COURSE TITLE: Human Resources Specialist Course (AIT)

DODIC	NOMENCLATURE	QTY AUTH PER STUDENT	# OF STUDENTS PER YEAR	QTY NEEDED FOR TNG SUPPORT	TOTAL QTY FOR 1 YEAR
	<u>Live Ammunition</u>				
A063	Cartridge, 5.56MM Tracer for M16A2	10:1	2358	0	23580
A064	Cartridge, 5.56MM Tracer 4/1 for SAW	100:1	2358	0	235800
A075	Cartridge, 5.56MM Blank, Linked for SAW	0	2358	588	21756
A080	Cartridge, 5.56MM Blank for M16A1/A2: M200	0	2358	13216	488992
A111	Cartridge, 7.62MM Blank	0	2358	140	5180
A131	Cartridge, 7.62 Millimeter Linked, 4 Ball M80/1 Tracer M62	0	2358	1400	51800
AB77	Cartridge, 5.56 Millimeter COM Pack	0	2358	10836	400932
G878	Fuze, Hand Grenade: M228 for G881 (Practice Hand Grenade, M69)	0	2358	168	6216
	<u>Dummy / Inert Ammunition</u>				
AB09	Cartridge, 5.56 Millimeter, Blue UTM: XM1042	0	2358	280	10360
AB10	Cartridge, 5.56 Millimeter, Red UTM: XM1042	0	2358	280	10360
AB11	Cartridge, 5.56 Millimeter, Yellow UTM: XM1042	0	2358	280	10360
G811	Body, Hand Grenade, Practice: M69 for use with M228 Fuze	0	2358	84	3108

**Numbers based on 36 classes per year.*

COURSE NUMBER: 500-42A30-C45

COURSE TITLE: Human Resources Specialist Advanced Leader Course (ALC)

DODIC	NOMENCLATURE	QTY AUTH PER STUDENT	# OF STUDENTS PER YEAR	QTY NEEDED FOR TNG SUPPORT	TOTAL QTY FOR 1 YEAR
A075	Cartridge, 5.56MM Blank, Linked for SAW	15:1	444	40	6660
A080	Cartridge, 5.56MM Blank for M16A1/A2: M200	40:1	444	60	18180
G940	Hand Grenade, Smoke Green: M18 (MILES)	0	444	9	63
G945	Hand Grenade, Smoke Yellow	0	444	9	63
*G950	Hand Grenade, Smoke Red	0	444	4	4
G982	Hand Grenade, Smoke Training: M83	0	444	9	63
*L306	Signal, Illumination Red Star Cluster: M158A1	0	444	9	63
L312	Signal, Illumination White Star Parachute: M127A1	0	444	9	63
L594	Simulator, Projectile Ground Burst: M115A2	0	444	12	84
L601	Simulator, Projectile Ground Burst: M115A2	0	444	9	63

**Not used for training; used for real world emergency mission support. Numbers based on 7 total classes per year.*

TRAINING AMMUNITION REQUIREMENTS SUMMARY (con't)

COURSE NUMBER: 500-42A40-C46

COURSE TITLE: Human Resources Specialist Senior Leader Course (SLC)

DODIC	NOMENCLATURE	QTY AUTH PER STUDENT	# OF STUDENTS PER YEAR	QTY NEEDED FOR TNG SUPPORT	TOTAL QTY FOR 1 YEAR
A075	Cartridge, 5.56MM Blank, Linked for SAW	15:1	311	40	4865
A080	Cartridge, 5.56MM Blank for M16A1/A2: M200	60:1	311	60	18960
G940	Hand Grenade, Smoke Green: M18 (MILES)	0	311	9	45
G945	Hand Grenade, Smoke Yellow	0	311	9	45
*G950	Hand Grenade, Smoke Red	0	311	4	4
G982	Hand Grenade, Smoke Training: M83	0	311	9	45
*L306	Signal, Illumination Red Star Cluster: M158A1	0	311	9	9
L312	Signal, Illumination White Star Parachute: M127A1	0	311	9	45
L594	Simulator, Projectile Ground Burst: M115A2	0	311	12	60
L601	Simulator, Projectile Ground Burst: M115A2	0	311	9	45

**Not used for training; used for real world emergency mission support. Totals based on 5 total classes per year.*

4. TRAINING MCA PROJECT / OMA MINOR CONSTRUCTION SUMMARY

PROJECT # (1)	DESCRIPTION (2)	DATE RQRD (3)	COST (4)	INSTAL CDR PRIORITY (5)	STATUS (6)
		No MCA / OMA Requirements			

5. TRAINING EQUIPMENT / TADSS SUMMARY

LIN/N/FSN	NOMENCLATURE	QTY REQ FOR		EQUIP/STUDENT RATIO		CRITICAL	STATUS
		PEACE	MOB	PEACE	MOB		
TBD	*IPPS-A Simulator	1	1			Yes	N/S

***Integrated Personnel and Pay System - Army (IPPS-A).** IPPS-A is the Army's future Web-based HR solution to provide integrated HR capabilities across all Army Components. IPPS-A will be launched incrementally in five phases, or "releases," over the coming years beginning in FY14 through FY18 (*current fielding projection dates are subject to change*).

When the IPPS-A Project Management Office (PMO) develops the institutional training environment solution, the Soldier Support Institute (SSI), in coordination with the designated TRADOC Capabilities Manager (TCM), will request the issue of Non-Standard Line Numbers (NSLINs). Once approved, the NSLINs will enable the Army to formally recognize the training environment solution as a Training Aids, Devices, Simulators, and Simulations (TADSS) device.

SSI Training Developers will insert approved NSLINs in all HR course Programs of Instruction (POIs) and ensure the POIs are updated in the Training Development Capability (TDC) system. SSI will also coordinate with Army National Guard and U.S. Army Reserve Component training centers to ensure the NSLINs are entered into the respective RC HR Courses as well. This will ensure training institutions earn the resources required for the training through the Institutional Training Resource Model (ITRM) process to fund the service level agreement (SLA) between the PMO and SSI and/or the designated TCM.

Projected costs associated with fielding an IPPS-A Simulator for institutional training are expected to be known in late FY15.

IPPS-A Will Be Trained in the Following Courses			
ATRRS ID	Course	ATRRS ID	Course
500-42A10/ 805C-42A10 (R)	HR Specialist Advanced Individual Training/MOS-T (AC/RC)	7-12-C20B	AG Basic Officer Leader Course-Branch
500-42A30-C45/ 805C-42A30-C45	HR Specialist Advanced Leaders Course (AC/RC)	7-12-C22/ 7-12-C23	AG Captains Career Course (AC/RC)
500-42A40-C46/ 805C-42A40-C46	HR Specialist Senior Leaders Course (AC/RC)	7C-420A	HR Technician Warrant Officer Basic Course
7C-F47/500-F34	Brigade S-1 Operations	7-12-C32 7-12-C33	HR Technician Warrant Officer Advanced Course (AC/RC)
7C-42H/500-F32	HR Management Qualification Course		