

Army Regulation 351-23

SCHOOLS

# **ADVANCED MANAGEMENT TRAINING FOR SENIOR OFFICERS**

Headquarters  
Department of the Army  
Washington, DC  
01 July 1980

**Unclassified**

# ***SUMMARY of CHANGE***

AR 351-23

ADVANCED MANAGEMENT TRAINING FOR SENIOR OFFICERS

Effective 01 August 1980

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ADVANCED MANAGEMENT TRAINING FOR SENIOR OFFICERS

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By Order of the Secretary of the Army:

**E. C. MEYER**  
*General, United States Army*  
*Chief of Staff*

Official:

**J. C. PENNINGTON**  
*Major General, United States Army*  
*The Adjutant General*

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**History.** This is a complete revision of AR 351–23 to reflect policy changes for Advanced Management Training at civilian schools of US Army officers in the grade of colonel and brigadier general.

**Summary.** Not applicable.

**Applicability.** This regulation applies to the Army National Guard/Army Reserve personnel on extended active duty. Requests from Reserve Component personnel not on extended active duty will be processed by ASD (M&RAL).

**Proponent and exception authority.** Not applicable.

**Army management control process.** Not applicable.

**Supplementation.** Local supplementation of this regulation is prohibited except upon approval of CG, US Army Military Personnel Center (MILPERCEN).

**Interim changes.** Interim changes to this regulation are not official unless they are authenticated by the Adjutant General. Users will destroy interim changes on their expiration date unless sooner superseded or rescinded. The words “he/him” when used in

this publication represent both masculine and feminine genders.

**Suggested Improvements.** The proponent agency of this regulation is the US Army Military Personnel Center. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) direct to HQDA (DAPC–OPP–E), 200 Stovall Street, Alexandria, VA 22332.

**Distribution.** To be distributed in accordance with DA Form 12–9A requirements for AR, Schools.

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\*This regulation supersedes AR 351–23, 28 May 1974.

**RESERVED**

## 1. Purpose.

This AR sets forth eligibility requirements for colonels and brigadier generals to attend Advanced Management Training courses at civilian schools. It also prescribes procedures for the selection and utilization of these officers.

## 2. Applicability.

This regulation applies to the Army National Guard/Army Reserve personnel on extended active duty. Requests from Reserve Component personnel not on extended active duty will be processed by ASD (M&RAL).

## 3. Objectives.

a. This training assists student officers to further develop understanding of basic management principles. It does not provide direct answers to specific problems. Officers will attend management courses with experienced executives from private industry and government. By daily contact with these students, Army officers gain valuable experience in preparing for responsible management positions.

b. Advanced Management Training courses are designed by civilian institutions to—

- (1) Increase capabilities of executive managers.
- (2) Expand operational and training techniques.
- (3) Increase ability to appraise economic, social, political, and technological changes.

(4) Provide for exchange of expertise between senior executives of both national and international industry and senior Army officers.

c. Advanced Management Training for Senior Army Officers is designed to increase their executive management ability.

## 4. Prerequisites.

a. Colonels chosen for Advanced Management Training should be qualified for assignment to key management positions in HQDA and other DOD Agencies. This includes major commands (CONUS and Overseas). These officers may be selected regardless of their assignment world-wide.

b. For colonels only:

(1) Those who are in command positions, but who will not have completed the minimum command tenure before the course starting date, will not be considered. Officers who are chosen must have at least 1 year of active service left after completion date of the course.

(2) Must be assigned to or programmed for world-wide key positions approved by a PERSCOM Board of officers.

(3) Must have a minimum of 15 and not more than 25 years active Federal service before completing the course.

(4) Should have a baccalaureate degree or higher and be a graduate of one of the senior service colleges. However, waiver of the senior service college requirements can be requested if the officer meets the remaining criteria. Requests for waiver should be sent to MILPERCEN (DAPC-OPP-E) not later than 90 days before the scheduled convening of the selection board. Candidates should also have—

(a) Demonstrated qualities of leadership and adaptability in executive positions.

(b) Knowledge of command problems such as organization and administration.

(c) Staff experience.

(d) Proven potential for career development and intellectual growth.

c. All promotable colonels and brigadier generals are considered eligible for Advanced Management Training.

## 5. Procedures for colonels

a. Selection.

(1) Colonels Division, MILPERCEN, The Surgeon General (TSG), The Judge Advocate General (TJAG), and the Chief of Chaplains (CCH) will distribute tentative course schedules for Advanced Management Training for fill by colonels either serving in or

projected for assignment to Advanced Management utilization positions.

(2) Major commands (MACOM) will recommend officers to attend scheduled courses ((1) above) and forward names of nominees, name of school, and specific course date to their agency not later than 120 days prior to the scheduled start date of the class.

(3) Colonels Division, MILPERCEN, TSG, TJAG, and CCH will review nominees' personnel files to insure all requirements for attendance are met and forward the names of the nominees to Commander, MILPERCEN (DAPC-OPP-E), for final selection by a MILPERCEN selection board.

(4) Once a MACOM commits to send an officer to a specific Advanced Management Program course, that MACOM must provide a replacement in the event the nominated and approved officer cannot attend.

b. To remain eligible after selection:

(1) An officer who is made available by his command, but who declines to attend, will not be eligible for further consideration.

(2) An officer who is selected, but not made available to attend by his command, will be eligible for consideration at a later date.

c. Utilization: Assignment utilization positions will be selected and approved by a MILPERCEN Board of officers. A complete list will be submitted for review triennially. (Next review is scheduled for 1982.) Using previously approved positions, major commands and agencies may submit requests for changes, deletions, and new positions to Commander, MILPERCEN (DAPE-OPP-E), not later than 31 May annually. All changes will be identified by TDA, paragraph, and line number. New positions will be accompanied by justification. Final selection will be during September annually. Reclamas to Board action will be accepted once each year within 90 days of the announcement of the Board results. Any other requests will be held and submitted with the annual changes. The positions nominated triennially must—

(1) Be identified by TDA line number.

(2) Contain supporting justification as to why Advanced Management Training is required.

(3) Include a brief resume of the duties.

(4) A copy of the job description.

(Some management positions require costly education prerequisites. Examples are the Deputy Installation Commanders, Directors of Industrial Operation, Comptrollers, Key Procurement Positions, Project Managers, Key Management Positions in Staff Agencies, and District Directors.) The office of the Chief, Personnel and Training Division, MILPERCEN (DAPC-OPP-E), will provide a list of approved unit positions annually.

## 6. General Officer Selection and Utilization

a. Brigadier generals and promotable colonels will be selected for and utilized on a case-by-case basis as monitored by the Office of the Deputy Chief of Staff for Personnel (ODCSPER)(DAPE-GO).

b. General Officer Branch (DAPE-GO) will:

(1) Advise Commander, MILPERCEN (DAPC-OPP-E) not later than 30 April of each year the total number of spaces to be used for the coming year.

(2) Select and forward to Commander, MILPERCEN (DAPE-OPP-E), not later than 15 June each year, a schedule of schools to include course title and dates, and number of officers to attend each session.

(3) Forward to the Commander, MILPERCEN (DAPC-OPP-E) the names of the officers selected to receive the training not later than 60 days prior to the scheduled start date of the course.

## 7. Service obligation

All officers who take part in this training must remain on active duty for a period of 1 year following completion date of the course, unless separated from the Service for cogent reasons.

## 8. Orders and funds

MILPERCEN, or the appropriate officer management agency, will issue orders directing assignment and travel to and from the school.

This includes temporary duty (TDY) or temporary duty permanent change of station (TDY)(PCS) enroute. Orders will include a fund site issued by the Comptroller, MILPERCEN, as prescribed in the Army Management Structure (Fiscal Code), AR 37-100. CG, MILPERCEN, will provide for tuition fees from the annual appropriation for civilian schooling training.

#### **9. Contracts**

CG, MILPERCEN, will authorize the CG, Military District of Washington, Directorate of Procurement, to issue a contract for the school funds of those officers whose attendance is approved.

#### **10. Information and correspondence**

*a.* Direct contact with the schools to reserve spaces for all participating officers will be accomplished by MILPERCEN (DAPE-OPP-E).

*b.* To obtain more information, colonels should contact Commander, MILPERCEN (DAPC-OPP-E), 200 Stovall Street, Alexandria, VA 22332. Promotable colonels and brigadier generals should contact the General Officer Management Branch, ODCSPER (DAPE-GO), WASH DC 20310.

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