

**Subcourse
ST 7000**

Edition C

Action Officer



U.S. Army Training and Doctrine Command

Overview

Introduction This map is an overview of the Action Officer Development Course (AODC).

Purpose This instruction is designed to enable action officers and other staff members to acquire basic staff and communication skills at any level of an organization.

Structure

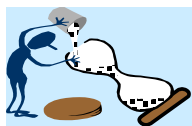


AODC (Course # 131 F41) consists of one subcourse:
ST7000: *Action Officer*, the book you're now reading. It contains ten lessons with practice exercises, six appendices, and a final examination.

It's a self-paced correspondence course available as an online presentation or in the traditional textbook version you're now reading.

Edition/date Edition C, October 1999.

Credit hours



After completing this subcourse, you'll earn 21 credit hours. These hours are an estimate of time it takes to complete requirements. Credit hours earned are a basis for awarding military promotion and retirement points. They don't equate to the credit hours associated with college courses.

Mandatory enrollment

Enrollment is mandatory for certain DA civilians and Army Warrant Officers.

DA Civilians



AR 690-400, Chapter 410, requires enrollment for DA interns and newly appointed journeymen. For more information on civilian training requirements, visit Civilian Personnel Online: <http://cpol.army.mil/>

Warrant Officers



Mandatory prerequisite for attending the resident phase of the Warrant Officer Advanced Course (WOAC). It must be completed before attending resident WOAC training. For more information, visit the Warrant Officer Career Center Website: <http://leav-www.army.mil/wocc/>

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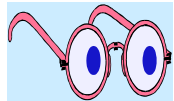
Open enrollment



However, enrollment isn't restricted to the above categories but is open to all federal employees and all members of the armed forces.

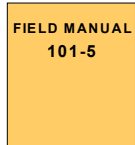
We especially recommend it to officers, NCOs, and civilian employees who seek to develop their staff and communication skills.

Focus



The text focuses on staff work at the general staff level. However, teaching points apply at all levels. For example, in your situation you may not brief general officers or senior executives. However, you can still use briefing techniques described in this text to update your boss on projects.

Doctrine



Content drawn from

- U.S. Army and joint service doctrine
 - formal and informal procedures used at major Army or joint commands
 - sources cited at endnotes, and
 - experiences of seasoned action officers.
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Copyright notice

The statement, "Let's Get Rid of Management" on page 1-18 is copyrighted. The copyright holder has granted us permission to use it in this text only. Any use beyond this text would require permission of the copyright holder.

Exceptions



Here, we suggest techniques generally practiced throughout our Army and other institutions. However, some will argue, "That's not how we do it where I work." Exceptions occur because organizations are shaped by their mission, functions, local customs, or the commander's personality.

When in doubt follow official publications and local SOP.

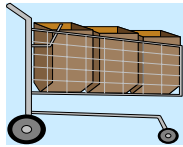
Organization and Format

Introduction This map explains how the text is organized and formatted.

Lessons and appendices The text contains ten lessons and six appendices. The lessons explain how to do staff work, communicate clearly, and increase personal effectiveness.

The appendices contain useful reference materials that augment the lessons and can serve as desk references.

Lesson content



- Each lesson contains
- a table of contents.
 - a series of instructional topics referred to as “maps.”
 - a summary.
 - endnotes or references (most lessons).
 - self-graded exercises.
 - an answer key with feedback.
-

Gender



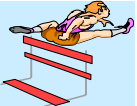

For simplicity and ease of presentation, we use masculine genders of singular pronouns to refer to both sexes.

Likewise, graphic illustrations are generic. We use them to promote interest and aid comprehension for visual learners.

Instructions


Introduction This map provides instructions and study tips.

Objective Terminal learning objective (action, condition, and standard):

<p>Action</p> 	<p>You'll use techniques to enable you to</p> <ul style="list-style-type: none"> • apply management principles to your work • prepare and coordinate staff actions • manage time and set priorities • write to Army standards • conduct meetings, interviews, and briefings, and • uphold high ethical standards.
<p>Condition</p> 	<p>You'll use this text, which contains explanations, examples, and self-graded exercises.</p> <p>You may seek assistance from your supervisor and staff experts.</p>
<p>Standard</p>	<p>To earn credit you must score at least 70 percent on the final exam.</p>

Instructions Please follow instructions outlined below:



<p>Lessons & exercises</p>	<p>This text contains ten lessons with self-graded exercises.</p> <p>To gain maximum benefit, study all lessons and complete the exercises.</p>
<p>Endnotes and appendices</p> 	<p>This text contains all the information needed to complete the exercises and final examination.</p> <p>Use sources cited at endnotes for further study.</p> <p>Use the appendices to supplement lesson material and as job aids.</p>

Study tips To get the most from the text, follow these tips:



Step	Action
1	Scan the table of contents to familiarize yourself with the text.
2	Start each lesson by reviewing its objectives and table of contents.
3	Read lesson summary.
4	Study the entire lesson.
5	Review appendices when lessons refer to them.
6	Work the exercises and check your answers.

Terms

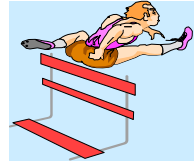
Welcome



Welcome to the world of the action officer. It's a fun job, filled with challenge and opportunity. Most senior staff officers, senior executives, and commanders were once action officers.

They fondly remember their experience as both rewarding in itself and as a stepping stone to advancement.

Action officer



An action officer (AO) is a staff member with subject-matter expertise who *works actions* on behalf of senior staff officers or commanders.

Clarification: The term *action officer* doesn't refer to a duty position; you won't see it on an organization chart. Regardless of official job title, if you've got the action, you're the action officer.

Action



An action is a task usually requiring coordination and the tasking authority's approval in its final form. It could be a simple one-time task taking five minutes with a pen, paper, or telephone, or it could be a major project taking many months, producing extensive correspondence, and involving dozens of players.

Working an action



Working (or running with) an action means doing everything required to complete it, including all its supporting tasks.

Examples of *working (or running with)* an action:

- Obtaining initial guidance from a decision maker
 - Developing a position on an issue
 - Visiting offices to get concurrences (*chops*) on your position
 - Negotiating with people who oppose your position
 - Making slides for a briefing
 - Briefing a proposal to obtain a decision
 - Preparing a letter for the commander's signature
 - Representing your command at a major conference.
-

Synonyms

Unless otherwise noted, we use these terms synonymously:

- *Action officer*
 - *AO*
 - *Staff officer*
 - *Staff member*
 - *Staffer.*
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Notes

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