

Reference

ARMY REGULATION

No. 70-8

HEADQUARTERS
DEPARTMENT OF THE ARMY
WASHINGTON, DC, 28 October 1976

RESEARCH, DEVELOPMENT, AND ACQUISITION
PERSONNEL PERFORMANCE AND TRAINING PROGRAM (PPTP)

Effective 1 December 1976

This revision changes the title of the regulation to emphasize operational goals in addition to scientific methodology. In addition, policy for research, exploratory development and advanced development is specified; portions of the Army's personnel performance and training RDTE program are defined and described. New procedures for program development and review are established. Local limited supplementation of this regulation is authorized. If supplements are issued, major Army commands will furnish one copy to HQDA (DAPE-PBR) WASH DC 20310; other commands will furnish one copy to the next higher headquarters.

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*This regulation supersedes AR 70-8, 13 March 1975.

TAGO 20A—October 240-465*76

CHAPTER 1

GENERAL

1-1. Purpose. This regulation sets forth the purpose, scope, policy, objectives, and assigned responsibilities for the Army Personnel Performance and Training Research and Development Program (PPTP), and describes characteristics of and coordination procedures for program development and execution in this Research, Development, Test, and Evaluation (RDTE) area. This regulation implements those portions of AR 70-1 which pertain to PPTP areas of concern.

1-2. Scope. This regulation covers the Science and Technology (6.1, 6.2, and 6.3A) portions of the Department of the Army RDTE Program which deal with attaining more effective use of military personnel and increasing personnel proficiency in the following areas:

- a. Performance of military duties.
- b. Operation and maintenance of equipment.
- c. Employment of weapons.
- d. Management and execution of command functions.
- e. Adaptation to environmental and psychological stresses.
- f. Fighting in combat.

Nothing in this regulation limits medical research that is the responsibility of The Surgeon General (TSG).

1-3. Applicability. This regulation applies to all organizational elements of the Department of the Army to include the Army Reserve. This regulation is not applicable to the Army National Guard.

1-4. Policy. The Department of the Army policy for personnel performance and training RDTE is designed to—

- a. Encourage and insure exploration of new ideas and concepts which contribute to the individual soldier and his unit.
- b. Support the conduct of a broad and continuing research and exploratory development program.
- c. Provide for the orderly, disciplined transition of programs from research and exploratory development to advanced development.
- d. Exploit significant advances in knowledge

by proceeding directly from research and/or exploratory development to operational use.

a. Disseminate the results of RDTE to users for implementation.

1-5. Objectives. The overall goal of personnel performance and training RDTE is to develop, apply, and exploit scientific knowledge that improves operational practice and procedures in the following areas:

a. *Personnel and management systems.* This includes systems for, and contemporary personnel issues of, recruiting, selecting, classifying, utilizing, evaluating, promoting, and retaining or separating individuals. Provision is also made for principles of leadership, guidance, motivation, and military professional enhancement that take account of the processes and interactions affecting individual and organizational effectiveness. Included also is the identification, prediction and interaction of manpower resources and needs; analysis and structuring of jobs and organizations; assignment, reassignment and flow of manpower.

b. *Education and training systems.* This includes the training of individuals (individual training) and units (collective training) and involves improving methods of developing, delivering, conducting, and evaluating training. Training technology emphasizes training methods, instructional media, delivery systems, and development of instructional systems including simulation and training devices. RDTE on simulation and training devices will indicate the best concept or approach for designing the training device to insure maximum compatibility between the training requirement and the training device and will be supported by a cost and training effectiveness analysis.

c. *Human factors in system development and operation.* This includes human engineering of personnel-materiel systems; models and methods for system design and operation; human performance capability and adaptability; human performance in unusual environments; personnel training and manpower factors in systems development; techniques enhancing effective test

and evaluation of systems; behavioral principles and models for the formulation of concepts, doctrine, functional requirements, operating procedures and work methods.

1-6. Responsibilities. a. Department of the Army Staff.

(1) The Deputy Chief of Staff for Research, Development, and Acquisition (DCSRDA) is responsible for—

(a) Including RDTE funds for human performance research in the annual submission of the RDTE budget.

(b) Coordinating with the Deputy Chief of Staff for Personnel the structure and funding of the human performance portion of RDTE budget to include proposed changes.

(2) The Deputy Chief of Staff for Personnel (DCSPER) is responsible for—

(a) Planning, programing, budgeting, coordinating, exercising staff supervision, monitoring, and evaluating the Army Personnel Performance and Training Research and Development Program, including RDTE policies, funds, projects, personnel support requirements, and priorities essential to the execution or accomplishment of this program. The DCSPER exercises staff supervision over those human performance RDTE efforts supported by such funds and, when requested by the appropriate funding agency, efforts supported by other appropriations. This program is executed through two developing agencies, The US Army Research Institute (ARI) and the US Army Materiel Development and Readiness Command (DARCOM).

(b) Acting as coordinating authority between appropriate major commands for troop support requirements.

(c) US Army participation in the human resources portion of the American-British-Canadian-Australian (ABCA) Army Standardization Program and The Technical Cooperation Program (TTCP) of RDTE among those nations, and for similar data exchange agreements with other nations (AR 70-33).

(d) Supervision of ARI, a Field Operating Agency of DCSPER and a developing agency for personnel performance and training RDTE as described in this regulation and in AR 70-1.

(e) Sponsoring RDTE in the areas of personnel recruitment, individual training, distribu-

tion, sustainment and separation, so that a properly trained and motivated individual is provided and maintained for each job that needs to be accomplished in the Army; and monitoring RDTE in the PPTP.

(3) The Deputy Chief of Staff for Operations and Plans (DCSOPS) is responsible for—

(a) Recommending to DCSPER and sponsoring RDTE efforts for Active Army and Reserve Component unit training.

(b) Insuring the application of human factors as noted in paragraph 1-4/ for combat developments, force development and operational test and evaluation. This includes consideration by DCSOPS in applying human performance RDTE in the preparation of requirement documents (Operational Capability Objectives (OCO), Letters of Agreement (LOA), Required Operational Capability (ROC), Letter Requirements (LR), Training Development Requirements (TDR) (AR 71-9)). DCSOPS is also responsible for the application of human performance factors for total feasibility in the review of development objectives.

(4) The Commander, Operational Test and Evaluation Agency (OTEA) is responsible for—

(a) Integrated field test and evaluation of major weapons systems and doctrinal concepts.

(b) Recommending to the DCSPER and sponsoring RDTE efforts consonant with the above responsibility that relates to human performance evaluation and methodology for the operational test and evaluation process.

(5) The Surgeon General (TSG) is responsible for—

(a) Providing advice and consultation to DCSPER and Army developing agencies concerning the physiological aspects of performance in military environments and the requirements for health hazard assessment in human factors research.

(b) Monitoring the use of human subjects in research and testing (AR 70-25).

(c) Supporting the DCSPER human use review system by providing advice on matters relating to the safety, welfare and well-being of human subjects.

(6) Other DA staff agencies sponsor RDTE or monitor RDTE objectives in accordance with areas of interest.

b. Major Army commands.

(1) The CG, US Army Materiel Development and Readiness Command (DARCOM) has primary responsibility for:

(a) Maintaining a comprehensive program of research in human performance capabilities and limitations to produce human engineering data in support of the design, development, and test of future materiel components and systems (AR 602-1), and the development of training devices (AR 71-7).

(b) Applying human engineering technology to all materiel for which DARCOM has development responsibility throughout the complete life cycle to insure compatibility with prospective users, operators, and maintainers, in the environments appropriate to the operational uses of the materiel being developed.

(c) Providing human engineering support to the other Army agencies, as requested; and

(d) Maintaining a human factors engineering data bank that is responsive to changing DARCOM materiel development needs.

(2) The CG, US Army Training and Doctrine Command (TRADOC) is responsible for—

(a) Defining immediate and long-range training objectives, combat developments and strategies which require advanced development.

(b) Applying RDTE results to training, leadership, and the utilization of the man in military systems.

(c) Providing administrative and logistic support to research units or detachments established at TRADOC installations by HQDA to execute the approved RDTE program. Support provided will be in accordance with approved memoranda of understanding or approved host-tenant agreements.

(3) The CG, US Army Forces Command (FORSCOM) is responsible for—

(a) Sponsoring RDTE projects in consonance with his responsibility for unit readiness.

(b) Providing administrative and logistic support to research units or detachments established at FORSCOM installations by HQDA to execute the approved RDTE program. Support provided will be in accordance with approved memoranda of understanding or approved host-tenant agreements.

(4) Outside Continental United States (OCONUS) commanders are responsible for—

(a) Sponsoring RDTE projects in consonance with their responsibility for unit readiness.

(b) Providing administrative and logistic support to research units or detachments established at OCONUS installations by HQDA to execute the approved RDTE Program. Support provided will be in accordance with approved memoranda of understanding or approved host-tenant agreements.

(5) Other developing agencies establish and maintain coordination with ARI and DARCOM to insure that consideration is given to the policy and objectives outlined in paragraphs 1-4 and 1-5 as appropriate to their developing agency responsibilities.

1-7. Explanation of terms. *a. Personnel Performance and Training Program (PPTP).* Consists of RDTE in behavioral and social sciences, human factors in military systems, military selection, individual and unit training, leadership, soldier performance, effectiveness, manpower and resource development, personnel-materiel systems, and human factors engineering (AR 602-1).

b. RDTE categories. The Science and Technology (S&T) portions of the Army RDTE Program include basic research (RDTE category 6.1), and exploratory development (RDTE category 6.2), and advanced development (RDTE category 6.3A). Basic research (6.1) and exploratory development (6.2) will address identified areas in which there is insufficient scientific knowledge. Effort will generally be expended in formulation of scientific principles and identification of parameters. Advanced development (6.3A) involves application of scientific knowledge gained from basic research (6.1) and exploratory development (6.2) to current or potential field problems and to demonstration or validation of operational utility. Advanced development (6.3A) effort may be expended in response to a user requirement as stated in the Science and Technology Objectives Guide (STOG); a Human Research Need (HRN) advisory statement; or a jointly approved DOD program.

c. Sponsor. The agency or major command which states a need for advanced development research. The sponsor will—

(1) Designate a specific subordinate element as Sponsor's Representative, identifying a specific

point of contact for each project or major component of a project.

(2) Review current and contemplated work from the point of view of the sponsor's objectives.

(3) Recommend to the developing agency the reorientation, extension or modification of advanced development efforts supporting long-term requirements.

(4) Provide background information, advice and guidance to the RDTE agency for developing assumptions and guidelines.

(5) Prepare for timely use or application of the products or results of the RDTE effort.

(6) To the extent feasible, perform such other advisory and support functions concerning his RDTE effort as may be required by the developing agency.

d. Sponsor's Representative. The agency or activity subordinate to the sponsor that has been

designated to coordinate progress or otherwise support the RDTE. The sponsor's representative is responsible for coordination between the developing agency and the user on the progress of the RDTE, and is responsible for keeping the sponsor informed on the status of his assigned effort(s).

e. Technical Advisory Service. Includes limited, ad hoc consultative advice provided by Army scientists or contract consultants of the developing agencies to assist users or sponsors in: Formulating operational requirements in terms amenable to RDTE treatment; translating information available in the Science and Technology Base (S&T) to a form serviceable for operational use; or formulating plans for operational use of RDTE products.

f. Developing agency. ARI or DARCOM involved in executing a specific project under this program.

CHAPTER 2

DESCRIPTION OF PROGRAM ACTIVITIES

2-1. General. a. Army personnel performance and training RDTE is executed by two developing agencies, the US Army Research Institute (ARI) and the US Army Materiel Development and Readiness Command (DARCOM). Program objectives are pursued through RDTE at Army in-house laboratories and by contracts. This coordinated program of RDTE serves Army-wide interests and addresses both immediate and long-term goals.

b. Programing and budgeting activities are accomplished in accordance with procedures governing RDTE budget funds.

2-2. US Army Research Institute (ARI). ARI is a field operating agency of DCSPER and a developing agency for personnel performance and training RDTE. It performs the RDTE to achieve the objectives indicated in paragraph 1-5 of this regulation and in table 6-1, AR 70-1, except for human engineering of DARCOM-supported personnel-materiel systems and models and methods for system design and operation, which are primary responsibilities assigned to DARCOM (see AR 602-1). The ARI program will be governed by provisions of AR 70-1, AR 70-55, and this regulation. The Commander, ARI, under the staff supervision of the Director of Plans, Programs and Budget, exercises overall management responsibilities of the ARI program for DCSPER.

2-3. US Army Materiel Development and Readiness Command (DARCOM). DARCOM, through its Human Engineering Laboratory (HEL), Natick Research and Development Command (NARADCOM), the Army Project Manager for Training Devices (PM TRADE) and related DARCOM agencies, discharges the responsibilities described in paragraph 1-6b(1) of this regulation and AR 71-7.

2-4. Annual Program Review. a. A formal review of the ARI and HEL proposed programs is conducted annually for the purpose of assuring coordination with the Army Study Program (AR 5-5), related programs of DARCOM and TSG and with sponsoring agencies. This review,

chaired by a member of the ODCSPER staff, should include representatives from the office of the Chief of Staff of the Army, Office of the Deputy Chief of Staff for Research, Development, and Acquisition (ODCSRDA), TSG, DARCOM, and sponsoring agencies. The results of this review assist in formulation of the final program for the ensuing fiscal year.

b. The DCSPER, or his designated representative, may upon request obtain advice and assistance from the Army Scientific Advisory Panel in his review of the final program.

2-5. RDTE coordination. Each agency engaged in PPTP RDTE will maintain coordination with other agencies to eliminate undesirable duplication of work, and to inform them of ongoing and planned activities. Information will be exchanged by routine distribution of progress reports, technical and research reports, test results, direct correspondence, and visits of working level scientists, as well as by participation in conferences and symposia. Department of the Army RDTE agencies will maintain coordination with Department of the Navy, Department of the Air Force, and the Defense Advanced Research Projects Agency (DARPA), and other Government agencies, as appropriate. The annual program review and approval procedure as described in paragraph 3-3 will serve to coordinate the PPTP, The Army Study Program, and the health related RDTE conducted by TSG.

2-6. Army Human Factors RDTE conference. Army-wide conferences, sponsored by DCSPER, are held at times determined by DCSPER. Objectives of such conferences are to improve interchange of information on problem areas, accomplishments, and future plans among Department of the Army agencies concerned with human factors RDTE and application of findings; and to provide a mechanism for exchange of information with the scientific community outside the Army. ARI will normally administer these conferences (AR 70-26).

CHAPTER 3

PROGRAM FORMULATION AND APPROVAL PROCESS

3-1. General. This chapter describes the processes and mechanisms through which that portion of the PPTP for which ARI is the developing agency is formulated, reviewed, and approved. PPTP reports required in this chapter are assigned requirement control symbol CSGPA-1337 (app A and B).

3-2. Generation of RDTE needs and specific objectives. *a.* Annually DCSPER provides each staff agency and major command with copies of the current ARI Five-Year Advanced Development Program. Concurrently, he requests staff agencies and commands to review this program and suggest, by priority and in the form of Human Research Need (HRN) advisory statements, those PPTP RDTE continuing or new efforts which could be addressed under the Advanced Development Program.

b. Requirements thus submitted and combined with those requirements proposed by ARI, and in the Science and Technology Objectives Guide (STOG); will be reviewed and compared with results of efforts in preceding years. Results, when listed in order of priority and matched against available funding by ARI, constitute the Proposed Advanced Development Program.

c. A Human Research Need is an advisory statement prepared by the sponsor and developing agency which outlines a specific problem or condition falling within an approved DOD project. The purpose of an HRN is to initiate a process between the sponsor and the developing agency to be aware of a specific problem which may lead to modification of RDTE efforts, schedules and milestones for established projects, and to promote synchronous interaction between the sponsor and the developing agency during the conduct of the work.

d. An HRN advisory statement is initially prepared by the sponsor's representative who may call upon the developing agency for assistance. The draft proposed HRN is then forwarded through channels to the sponsor for his approval. Following the sponsor's review, the proposed HRN is submitted by the sponsor together with a recommended priority to HQDA (DAPE-PBR)

for final review, approval, and assignment of priority.

3-3. The annual program review and approval. *a.* DCSPER reviews and approves annually the 6.1 and 6.2 portions of the Science and Technology program submitted by ARI.

b. DCSPER reviews and approves annually the ARI advanced development (6.3A) portion of the program following a presentation of the proposed program to sponsors and other interested agencies at which time sponsors review the program and reconfirm needs and priorities, as required.

3-4. Program execution. *a.* In preparing a plan for the advanced development portion (6.3A) of the program, ARI will identify the work with a DA and/or DOD approved project. HRN's which support a procurement action will be included as supporting background documentation with the total package when processing Determinations and Findings (D&F). For each approved project, the developer will provide milestones, man-year estimates for accomplishing the effort, and resource requirements needed for the conduct of the RDTE.

b. ARI will arrange for meetings of the principal investigator and the sponsor's representative, initially to coordinate RDTE objectives and later to facilitate execution of the RDTE effort.

c. Sponsored work statements and RDTE plans in the advanced development category will be coordinated with the sponsor or sponsor's representative, who makes recommendations, as appropriate, to insure the RDTE addresses the military problem.

d. The sponsor will provide the military support within programed resources necessary for conduct of the RDTE.

e. The sponsor, through his representative, may request semiannual RDTE status advice (app C).

f. The sponsor receives and implements the final RDTE product. At the time the developing agency turns the end product of 6.3A RDTE over to the using operating agency responsible for implementation, the developing agency will provide a list of any steps necessary for specific

application. The implementing agency may request further assistance as required from the developing agency (see chap. 4).

3-5. In-Process Reviews (IPR) (AR 70-1). A sponsor of a RDTE effort in an advanced development project may request a formal IPR. The developing agency schedules this review as soon as practicable but not later than 60 days after receipt of the request. The IPR approval authority

is delegated to the developing agency with the concurrence of the sponsor. Unresolved issues between developer and sponsor are submitted to DCSPER for resolution. These formal IPR's are planned and conducted in accordance with AR 70-1. Interactions between the developer and the sponsor or sponsor's representative are informal and frequent. This cooperative, working-level procedure requires no documentation.

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CHAPTER 4

IMPLEMENTATION OF RDTE FINDINGS

4-1. General. This chapter describes the processes and actions taken to insure a direct application of RDTE findings to the military mission.

4-2. Interpretation and assistance in utilization of findings. *a.* An implementing agency may request from a developing agency additional assistance necessary to insure utilization of RDTE. Such technical assistance should be provided under a mutually acceptable written agreement detailing the type of assistance to be rendered, funds, and manpower involved. Types of implementing assistance include detailed planning, contract planning, selection of a contractor, and writing a request for proposal.

b. When the RDTE effort has produced additional findings that are determined by the sponsor or by DCSPER to have Army-wide application, the developer, in collaboration with the sponsor and other potential users, will prepare, within resource constraints, a supplement to the RDTE report to include, as appropriate—

(1) Methods by which findings were incorporated into the military system during the course

of the RDTE and recommendations for accomplishing additional implementation.

(2) Methods to adapt the findings to general use in that part or aspect of the Army for which the results are applicable including assistance in preparing or revising regulations, training programs, technical publications, and other appropriate documents.

(3) Measures recommended in order to gain acceptance and promote the actual practice of procedures derived from RDTE.

(4) Recommendations for additional RDTE.

c. To insure maximum benefit from the results of RDTE, reports and report supplements will be disseminated widely.

4-3. Utilization report. When results of a sponsored RDTE or a significant phase of a DA and/or DOD project are available, the sponsor after a suitable interval of time for consideration or tryout will complete and submit to ARI a report of utilization using a suggested format (app B). In cases where RDTE products have broad application, ARI may request additional utilization information from other users.

APPENDIX A
HUMAN RESEARCH NEED (HRN)
(RCS CSGPA-1337)

Part A

Instructions:

- Sponsor complete Part I, paragraphs 1 through 6.
- Developer complete Part II, paragraphs 7 through 10.

Part I

(To be completed by sponsor)

1. Title: (Give a descriptive but brief title.)
2. Submitted by: (Command or Agency.)
3. Statement of Need: (A descriptive statement of the military problem or condition that forms the basis for the RDTE need. Time frame during which results are needed.)
4. Application of Results: (Describe how and by whom results would be used. Statements are desired that will help guide the RDTE in a manner most useful for the intended user.)
5. Priority: (Assign a rank order priority to each need. Priority should include both new and continuing work for the sponsor.)
6. Sponsor's Representative: (Name of individual who can provide further information about the need; indicate telephone number to include AUTOVON; if appropriate.)

HRN #:

TITLE:

Part II

(To be completed by the Developing Agency)

7. Is the HRN appropriate for the 6.3A program? Yes -- No -- If the answer is yes, complete either a or b below. If the answer is no, complete c below.
 - a. Recommended for inclusion.
 - (1) Estimate level of effort (PMY) to complete HRN:

 FY FY FY FY
 - (2) Provide appropriate 6.3A project number: _____
 - (3) Relate to ongoing work, if appropriate: _____
 - (4) Other HRN's included within this HRN (provide numbers).....
 - (5) Included within HRN:
 - b. Not recommended for inclusion.
 - (1) Answer already available (discuss briefly): _____
 - (2) Insufficient funds:
 - (3) Insufficient time:
 - (4) Other (describe): (e.g., product specifications cannot be met within reasonable costs, etc.)

c. Other disposition. Select appropriate entry(s).

(1) More appropriate for 6.2 program. (Provide appropriate 6.2 project number): -----

(2) Other (specify):

8. ARI Point of Contact:

Name: ----- AUTOVON-----

9. Sponsor Representative:

Name: ----- Org----- AUTOVON-----

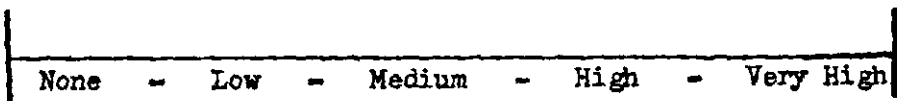
10. Sponsor representative informed of disposition on -----
(Date)

APPENDIX B
REPORT OF RDTE UTILIZATION (RCS CSGPA-1337)

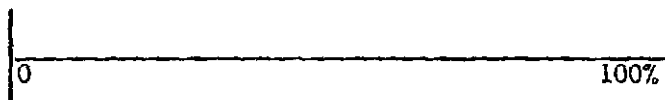
Part B

- 1. Title: (or brief identifying description of the RDTE output)
- 2. Sponsor's Representative:
- 3. User(s): (other than or in addition to sponsor)
- 4. Application: Indicate if RDTE product (was/was not) used.
 - a. Briefly describe the use of the product (e.g., changes to Programs of Instruction, policy, Army Regulation; new or revised test, Training Circular, DA Pamphlet; revised operational instruction, decisions on doctrine, input to management decisions, etc. Be as specific as possible).
 - b. Indicate who effected the change (e.g., ODCSPER, CACDA, Infantry School, MILPERCEN, ASA, USAREUR, etc.).
 - c. Describe the scope and/or impact of change (e.g., affects all infantry company commanders; Army-wide: improves readiness of infantry platoons; 40 percent improvement in effectiveness of combined arms night operations).
 - d. If product was not used, briefly explain major reason(s) why not (e.g., the improvement does not warrant the expenditure, negative findings lead to decision based on other factors, etc.).
 - e. Indicate if future utilization (is/is not) likely.

- 5. Evaluation of the RDTE effort:
 - a. Estimate utility or usefulness of results:



- b. Identify the date and title of the HRN or statement of RDTE need.
- c. Date RDTE product(s) delivered: (Indicate whether final report, final briefing, Technical Advisory Service, or an interim report, interim briefing upon completion of a major phase.)
- d. Indicate level of satisfaction with user/developer coordination:



- 6. Quantitative Cost Avoidance/Time Saving data:
 - a. Identify any savings in time.
 - b. Express cost-avoidance in dollars. (Can be achieved through shortened training time, less expensive training, more efficient operations, more effective procedures, reduced consumption of training ammunition, etc.)
 - c. Indicate quantitative improvements in proficiency or efficiency (e.g., increase in number of hits, target detections; reduced errors, failures, aborts, recycles, crew size; measurable increase in speed of operations, rate of fire, repair; etc.).

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7. Give results of any user-conducted tests or evaluations using the product.
8. Other remarks:
9. Give user/sponsor point of contact with whom above can be discussed.

B-2

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APPENDIX C
RDTE STATUS ADVICE
(AR 70-8)

1. TITLE
2. HBN # -----
3. A. SPONSOR -----
B. SPONSOR'S REPRESENTATIVE -----
4. PRINCIPAL INVESTIGATOR
5. CONTRACTOR(S) AND CONTRACT NUMBER(S)
6. RDTE LOCATIONS (INSTALLATIONS)
7. PROGRESS TO DATE
8. ACTIVITIES PROJECTED FOR NEXT QUARTER
9. MAJOR PROBLEMS ENCOUNTERED AND FORESEEN
10. PLANNED DOCUMENTATION

TYPE:

TITLE:

SUBMISSION TO:

STATUS:

The proponent agency of this regulation is the Office of the Deputy Chief of Staff for Personnel. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) direct to HQDA (DAPE-PBR) WASH DC 20310.

By Order of the Secretary of the Army:

BERNARD W. ROGERS
General, United States Army
Chief of Staff

Official:

PAUL T. SMITH
Major General, United States Army
The Adjutant General

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