REPORT DOCUMENTATION PAGE

1. REPORT DATE (dd-mm-yy) October 2003		2. REPORT TYPE Final		3. DATES COVERED (from... to) 04/25/2002 to 09/30/2003	
4. TITLE AND SUBTITLE Applying a Multi-Skilled Soldier (MSS) Concept to the Stryker Brigade Combat Team (SBCT)				5a. CONTRACT OR GRANT NUMBER GS-23F-9755H	
				5b. PROGRAM ELEMENT NUMBER 433709	
				5c. PROJECT NUMBER	
5. AUTHOR(S) Nelsen, John T., II, and Chirico, Marcia C. (Booz Allen Hamilton Inc.)				5d. TASK NUMBER	
				5e. WORK UNIT NUMBER	
				8. PERFORMING ORGANIZATION REPORT NUMBER	
6. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Booz Allen Hamilton Inc. 1283 Greensboro Drive McLean, Virginia 22102					
7. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES) Personnel Proponency Directorate, Office of the Deputy Chief of Staff, Operations & Training Headquarters, U.S. Army Training and Doctrine Command Fort Monroe, VA 23651-1049				10. MONITOR ACRONYM ARI	
				11. MONITOR REPORT NUMBER Study Report 2004-01	
2. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution is unlimited.					
3. SUPPLEMENTARY NOTES Dr. Elizabeth Brady, Contracting Officer's Representative					
4. ABSTRACT (Maximum 200 words): The general purpose of this study was to deepen and broaden thinking about the nature and implications of possible Multi-Skilled Soldier (MSS) Concept implementation. Specific objectives were (1) to determine applicability of the MSS to the Stryker Brigade Combat Team (SBCT), as it might be implemented in Initial Entry Training (IET) and (2) to prototype MSS Concept implementation for the SBCT, considering possible implementation for the Future Force. The report also defines the MSS; shows how the MSS Concept might fit conceptually within a larger Army training, education, and professional development model for Soldiers of all ranks; offers an MSS Program design for IET; and drafts actionable recommendations regarding general MSS implementation for IET. The study concludes that the MSS Concept is fully applicable to the SBCT, as well as the so-called Current Force. It also concludes that MSS implementation would have a significant salutary effect on unit training readiness postures across the force. This study relied heavily on insights and analysis gained from interviews with groups of senior NCOs and officers within the 3rd Brigade (SBCT), 2nd Infantry Division, Ft. Lewis, WA, during September 2002.					
5. SUBJECT TERMS Stryker Brigade Combat Teams (SBCTs); multi-skilled Soldier; multi-functional Soldier; objective force; future force; competency-based training; initial entry training; Stryker force; distance learning; assignment oriented training					
SECURITY CLASSIFICATION OF			19. LIMITATION OF ABSTRACT	20. NUMBER OF PAGES	21. RESPONSIBLE PERSON (Name and Telephone Number) Dr. Elizabeth Brady (703) 617-0326
6. REPORT Unclassified	17. ABSTRACT Unclassified	18. THIS PAGE Unclassified			
			Unlimited		