

Adjutant General Branch

1. Adjutant General Introduction

a. Purpose. The purpose of the Adjutant General Branch is to provide manpower, HR, and music support to commanders at all echelons to enhance the readiness and operational capabilities of the total force and ensure success across the full spectrum of military operations. The Adjutant General Branch is an accession branch that is aligned with the force sustainment functional category. Adjutant General Officers manage functions from the HR life cycle that include personnel procurement, training, professional development, distribution, sustainment, retirement, or separation to help ensure a quality force. Army Bands officers lead bands in their missions to provide music, support unified land operations, instill in our forces the must to fight and win, foster the support of our citizens, and promote America's interests at home and abroad. Army Bands serve as a combat multiplier and play an integral part in the sustainment of forces engaged in unified land operations.

b. Proponent Information. The Proponent for the Adjutant General Branch is the Commandant, Adjutant General School (Proponent and Leader Development Division), 10000 Liberty Division Road Fort Jackson, SC 29207–7025. The Personnel and Leader Development Division can be reached at usarmy.jackson.ssi.list.ag-proponency@mail.mil.

c. Areas of concentration. Duty positions associated with the Adjutant General Branch require thoroughly trained and properly developed officers to provide knowledge of military HR operations, its systems, relationships, and interfaces. The Adjutant General Officer may serve in one of the AOCs or skills described below:

- (1) Human Resources Officer (AOC 42B) identifies company grade HR officers.
- (2) Army Band Officer (AOC 42C) identifies all Army Band company and field grade officers.
- (3) Senior Human Resources Officer (AOC 42H) identifies non-band field grade HR officers.
- (4) Human Resources Technician (MOS 420A) identifies HR warrant officers of all grades.
- (5) Bandmaster (MOS 420C) identifies Army Band warrant officers of all grades.
- (6) Postal Operations (SI 4J). Officers who hold this SI formulate policies for and direct the activities of units engaged in postal operations. Individuals must complete the Joint Service Postal Operations Course and/or the Postal Supervisor's Course. This SI is only awarded to HR officers.

d. Functions. HR support includes core competencies and key functions as outlined in FM 1–0. These competencies are unique and ensure Army readiness. HR support is an element of personnel services and is aligned under the Sustainment Warfighting functions as described in ADP 3–0 and 4–0. The core competencies are:

- (1) Man the Force—consists of all functions and tasks that affect the personnel aspects of building the combat power of an organization. The key functions of Man the Force are Personnel Accountability (PA), Strength Reporting (SR), Personnel Information Management (PIM), and Personnel Readiness Management (PRM).
- (2) Provide HR Services—HR services are those functions conducted by HR professionals that specifically impact Soldiers and organizations and include the key functions of Essential Personnel Services (EPS), Postal Operations, Army Band operations, and Morale, Welfare, and Recreation Operations (MWR).

e. Branch detail. The Adjutant General Branch participates in the branch detailing of officers. Some newly assessed officers must be detailed to another branch for their lieutenant years and must be redesignated Adjutant General once they reach their branch detail expiration

date, which aligns with promotion to captain. Branch detail officers must attend the Adjutant General Captain's Career Course (AGCCC) once their branch detail expires.

f. Voluntary Transfer Incentive Program (VTIP). The Adjutant General Branch welcomes high performing officers to apply for transfer into the Adjutant General Branch. Officers are preferred to be eligible to attend the AGCCC if approved (have not previously attended another CCC). This ensures officers have an opportunity to learn the technical aspects of providing HR support before being assigned to Adjutant General KD billets. MILPER messages govern the execution and other specific eligibility criteria of the VTIP.

2. Adjutant General Officer Characteristics Required

a. Characteristics required of all Adjutant General Officers. All Adjutant General Officers are expected to possess the basic characteristics that must enable them to develop into agile and adaptive leaders for Force 2025 and beyond. Leaders must be grounded in the Army Values and Warrior Ethos, and skilled in their core competencies, to operate across the full spectrum of conflict. Adjutant General Officers manage the Army's most important resource—its people. They must possess the necessary technical and operational expertise to advise commanders on the human dimension of readiness. They must be able to comprehend and integrate the organization, structure, and doctrine of the Army as it evolves in the face of rapidly changing situations. They employ automated human resources information systems and standard software applications, manage requirements, prepare for near-term objectives, and forecast future existing needs. They must be able to operate in JIIM environments and leverage capabilities beyond the Army, to achieve the objective. Officers must embrace the role of the Adjutant as the trusted agent of the commander, be culturally astute, able to use awareness, understanding, and innovation to support operations. Further explanation of these characteristics can be referenced in ADP 3-0 and in Part One of DA PAM 600-3.

b. Unique talents of an Adjutant General Officer. Adjutant General Officers must comprehend the organization, structure, and doctrine of the warfighting Army as it evolves. To meet the challenges of current and future operations, Adjutant General Officers must embody the following talents:

(1) Detail- Focused and Precise: Attentive to detail and thorough, accurate, and precise in completing a task.

(2) Communicator. This person can be precise, efficient, and compelling in both written and spoken words. They must possess the necessary technical and operational expertise to advise the commander and staff on the human dimension of readiness with the operational and sustainment constructs in support of unified land operations.

(3) Problem Solver. Capacity to choose between best practices and unorthodox approaches to reach a solution. Accomplishes the task.

(4) Introspective. This person is contemplative by nature and is self-aware.

(5) Interpersonal. This person can connect with others and is skilled in developing appropriate relationships. They must possess the highest standards of discretion, integrity, and professional ethics. Adjutant General Officers support many types of units and communities and must quickly and effectively establish relations with outside organizations. Increasingly, these organizations are outside of familiar chains of command and Adjutant General Officers must be able to establish trust, exchange communications/information, and perceive the intents of others, often in ambiguous and rapidly changing situations. Strong interpersonal skills are essential to accomplish the missions under these circumstances.

(6) Logical/Analytical. This person uses reason and thinks in terms of cause and effect. They exhibit the capacity and capability to understand, articulate, deconstruct, and solve complex problems. They apply decision-making theory in military organizations to optimize the MDMP.

c. Unique talents of an Army Band officer. To meet the challenges of current and future operations, Army Band officers (42C and 420C) must embody the following talents.

(1) Functional Area/Occupation-Specific Knowledge and Skill. Army Band officers must have advanced knowledge of music fundamentals, military ceremonial practices, varying music styles' characteristics and practices, performance norms, conducting techniques, music rehearsal effectiveness, and contemporary entertainment media.

(2) Inspirational Leader. This individual motivates teams to work harmoniously and productively towards a common goal.

(3) Interpersonal. This individual can build teams, resolve differences, and operate in diverse environments.

(4) Disposition. They must possess the highest integrity and accountability.

(5) Innovative. This individual is creative, inquisitive, and insightful. They easily identify new solutions and act as a catalyst for change.

(6) Cross-culturally fluent. This individual is aware of and able to operate across different cultural settings (e.g., organizational, demographic, ethnographic, and generational). They must frequently work with foreign dignitaries, government officials, at all echelons of the Army, the spectrum of service members, Families, and the public.

3. Adjutant General Commissioned Officer Development

a. Lieutenant development. The professional development objective for this phase of an officer's career is to develop requisite baseline Adjutant General knowledge, skills, and behaviors. The focus of the Adjutant General lieutenant is on the understanding of the HR competencies and how to employ them to meet the commander's intent. Army Band lieutenants focus on technical music skills and band management.

(1) Adjutant General lieutenant knowledge. Adjutant General lieutenants possess the following required knowledge:

(a) Knowledgeable of the tactical level of the conflict continuum, unit training proficiency, MDMP, Troop Leading Procedures, the AG core competencies, S1/G1 & SRC12 organizational responsibilities, HR enabling systems, research & analysis techniques, Army regulations and doctrine, the Regionally Aligned Readiness and Modernization Model (ReARMM), and the Army Manning Guidance.

(2) Adjutant General lieutenant skills. Adjutant General lieutenants possess the following required skills:

(a) Basic Tactical/Technical Competence to apply AG core competencies and critical functions, HR enabling systems, TLPs, MDMP, ADPs (1, 3-0 /4-0 / 5-0 / 6-0 / 6-22 / 7-0), ATP 1-0.1, FMs (1-0 / 3-0 / 4-0 / 6-0 / 6-22 / 7-0), and unit training.

(b) The ability to execute at the tactical level.

(c) Reasoning skills.

(d) General Communication.

(e) Data Educated: Basic ability to understand, interpret, and communicate effectively with data.

(f) Data Comprehension: Basic understanding of the nature and characteristics of data, including its types, formats, and sources.

(3) Adjutant General lieutenant behaviors. Adjutant General lieutenants possess the following required behaviors:

(a) Mental Agility: Flexibility of mind; the ability to break habitual thought patterns. Anticipating or adapting to uncertain or changing situations; thinking through outcomes when current decisions or actions are not producing desired effects. Ability to apply multiple perspectives and approaches.

(b) Analytical Thinking: Analyzes information and applies general rules and logic to address work-related issues and problems.

(c) Even-Tempered: Calm and stable; does not often exhibit anger, hostility, or aggression.

(d) Cooperation/Teamwork: Works collaboratively with others to solve problems and achieve group goals and objectives.

(e) Critical Thinking: Uses logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions, or approaches to problems.

(f) Detail Focused and Precise: Attentive to detail and thorough, accurate, and precise in completing a task.

(g) Achievement Orientation: Sets high personal goals and standards, is musting to give one's best effort, works hard to achieve difficult objectives, and is confident and resourceful in striving for accomplishment.

(h) Physically Fit: Engages in activities to maintain physical conditioning, including vigorous sports or exercise. Performs well under extreme physiological duress. Physically tough, gritty, and tenacious.

(i) Initiative: Relies on own abilities to overcome obstacles and is effective in situations that require a willingness to originate action or take independent action to achieve a goal.

(j) Problem Solver: Capacity to choose between best practices and unorthodox approaches to reach a solution. Accomplishes the task.

(k) Resilience: Quickly recovers from setbacks. Focuses on the mission and objectives during shock, injuries, and stress. Maintains organizational focus despite adversity. Learns from adverse situations and grows.

(l) Interpersonal Tact: Demonstrates proficient interaction with others. Effectively adjusts behaviors when interacting with others. Understands the character and motives of others and modifies personal behavior accordingly.

(m) Technologically Adept: Learned how to use and apply advances in technologies or technological systems.

(n) Sustains a Climate of Trust: Assesses factors or conditions that promote or hinder trust. Keeps people informed of goals, actions, and results. Follows through on actions related to the expectations of others. Is firm, fair, and respectful to gain trust.

(o) Communication Ability: Uses verbal and nonverbal means to maintain listener interest. Adjusts information sharing strategy based on operating conditions. Ensures prompt information dissemination to all levels. Avoids miscommunication through verifying a shared understanding.

(4) Army Band lieutenant (42C) knowledge. Army Band lieutenants possess the following required knowledge:

(a) Knowledgeable of the tactical level of the conflict continuum, unit training proficiency, MDMP, TLPs, core competencies, organizational responsibilities, research & analysis techniques, Army regulations and doctrine, ReARMM, and Army Bands and related operations.

(5) Army Band lieutenant skills. Army Band lieutenants possess the following required skills:

(a) Basic Tactical/Technical Competence to apply core competencies, TLPs, MDMP, ADPs (1,3-0/4-0/5-0/6-0/6-22/7-0), ATP 1-19, and FMs (1-0/3-0/4-0/6-0/6-22/7-0).

(b) The ability to execute at the tactical level.

(c) Reasoning skills.

(d) General Communication.

(e) Data Educated: Basic ability to understand, interpret, and communicate effectively with data.

(f) Data Comprehension: Basic understanding of the nature and characteristics of data, including its types, formats, and sources.

(6) Army Band lieutenant behaviors. Army Band lieutenants possess the following required behaviors:

(a) Mental Agility: Flexibility of mind; the ability to break habitual thought patterns. Anticipating or adapting to uncertain or changing situations; thinking through outcomes when current decisions or actions are not producing desired effects. Ability to apply multiple perspectives and approaches.

(b) Analytical Thinking: Analyzes information and applies general rules and logic to address work-related issues and problems.

(c) Even-Tempered: Calm and stable; does not often exhibit anger, hostility, or aggression.

(d) Cooperation/Teamwork: Works collaboratively with others to solve problems and achieve group goals and objectives.

(e) Critical Thinking: Uses logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions, or approaches to problems.

(f) Detail Focused and Precise: Attentive to detail and thorough, accurate, and precise in completing a task.

(g) Achievement Orientation: Sets high personal goals and standards, is musting to give one's best effort, works hard to achieve difficult objectives, and is confident and resourceful in striving for accomplishment.

(h) Physically Fit: Engages in activities to maintain physical conditioning, including vigorous sports or exercise. Performs well under extreme physiological duress. Physically tough, gritty, and tenacious.

(i) Initiative: Relies on own abilities to overcome obstacles and is effective in situations that require a willingness to originate action or take independent action to achieve a goal.

(j) Problem Solver: Capacity to choose between best practices and unorthodox approaches to reach a solution. Accomplishes the task.

(k) Resilience: Quickly recovers from setbacks. Focuses on the mission and objectives during shock, injuries, and stress. Maintains organizational focus despite adversity. Learns from adverse situations and grows.

(l) Interpersonal Tact: Demonstrates proficient interaction with others. Effectively adjusts behaviors when interacting with others. Understands the character and motives of others and modifies personal behavior accordingly.

(m) Technologically Adept: Learns how to use and apply advances in technologies or technological systems.

(n) Sustains a Climate of Trust: Assesses factors or conditions that promote or hinder trust. Keeps people informed of goals, actions, and results. Follows through on actions related to the expectations of others. Is firm, fair, and respectful to gain trust.

(o) Communication Ability: Uses verbal and nonverbal means to maintain listener interest. Adjusts information sharing strategy based on operating conditions. Ensures prompt information dissemination to all levels. Avoids miscommunication through verifying a shared understanding.

(7) Education. Adjutant General lieutenants must attend the Adjutant General's Basic Officer Leadership Course (AGBOLC) after commissioning. AGBOLC is designed specifically to immerse the officer in HR competencies and their employment to prepare them to serve as Brigade Strength Managers or Battalion S-1s. Army Band lieutenants must attend Army Band BOLC. Army Band lieutenants are prepared for assignment as Executive Officer of an Army band. Assignment oriented training must be synchronized to minimize the delay between courses and get the lieutenant to the unit of assignment in the shortest time possible.

(8) Assignments.

(a) Brigade Strength Manager.

(b) Platoon Leader in a Human Resources Company.

- (c) Company Executive Officer.
- (d) Battalion S-1.
- (e) 42C – Executive Officer, GS OF Army Band.
- (f) 42C – Associate Bandmaster, Special Band.

(9) Self-Development. Lieutenants should build their knowledge base and focus on battalion, brigade, and combined arms operations, HR support operations, HR policies and procedures, and basic communication and leadership skills. Adjutant General lieutenants must take the initiative to gain knowledge and experience for the next level of assignments and responsibilities as a captain. Self-improvement and development can be achieved by observing different activities and officers at the battalion and brigade levels, seeking out mentors, and by gaining experience in other duty positions after successfully serving in a KD assignment. The CSA's Professional Reading List for Company Grade Officers is an excellent source of information to assist lieutenants in self-development.

(10) Desired Experience. Adjutant General Officers should complete their time as lieutenants with a strong capability portfolio of technical, tactical, and procedural skills related to the AG core competencies, battalion and brigade staff functions, and troop-leading skills.

b. Captain development. The professional development objective for this phase of an officer's career is to develop officers as a Battalion S-1. Following Battalion S-1, Adjutant General officers continue their development by completing one or more command/staff assignments in the total force to increase exposure and experience at multiple echelons, and unit types and increasing leadership skills. Army Band officers are developed for bandmaster and commander positions at all echelons.

(1) Adjutant General captain knowledge. Adjutant General captains possess the following required knowledge:

- (a) Knowledgeable of the operational level of the conflict continuum.
- (b) Intermediate knowledge of the tactical level of the conflict continuum, the AG core competencies, S1/G1 & SRC12 organizational responsibilities, HR enabling systems, research & analysis techniques, MDMP, unit training proficiency, Army regulations and doctrine, ReARMM, and the Army Manning Guidance, and TLPs.

(2) Adjutant General captain (42B) skills. Adjutant General captains possess the following required skills:

(a) Proficient Tactical/Technical Competence to apply AG core competencies and critical functions, HR enabling systems, TLPs, MDMP, ADPs (1,3-0/4-0/5-0/6-0/6-22/7-0), ATP 1-0.1, FMs (1-0/3-0/4-0/6-0/6-22/7-0) and unit training.

- (b) Ability to plan, train, and execute at the tactical and operational levels.
- (c) Reasoning skills.
- (d) General Communication.
- (e) Data Educated: Ability to understand, interpret, and communicate effectively with data.

(f) Data Comprehension: understand the nature and characteristics of data, including its types, formats, and sources.

(g) Data Visualization: Effectively communicate data-driven insights to others using clear and concise language.

(3) Adjutant General captain behaviors. Adjutant General captains possess the following required behaviors:

(a) Mental Agility: Flexibility of mind; the ability to break habitual thought patterns. Anticipating or adapting to uncertain or changing situations; to think through outcomes when current decisions or actions are not producing desired effects. Ability to apply multiple perspectives and approaches.

(b) Analytical Thinking: Analyzes information and applies general rules and logic to address work-related issues and problems.

(c) Even-Tempered: Calm and stable; does not often exhibit anger, hostility, or aggression.

(d) Cooperation/Teamwork: Works collaboratively with others to solve problems and achieve group goals and objectives.

(e) Critical Thinking: Uses logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions, or approaches to problems.

(f) Detail Focused and Precise: Attentive to detail and thorough, accurate, and precise in completing a task.

(g) Achievement Orientation: Sets high personal goals and standards, and is musting to give one's best effort, works hard to achieve difficult objectives, is confident and resourceful in striving for accomplishment.

(h) Physically Fit: Engages in activities to maintain physical conditioning, including vigorous sports or exercise. Performs well under extreme physiological duress. Physically tough, gritty, and tenacious.

(i) Initiative: Relies on own abilities to overcome obstacles and is effective in situations that require a willingness to originate action or take independent action to achieve a goal.

(j) Problem Solver: Capacity to choose between best practices and unorthodox approaches to reach a solution. Accomplishes the task.

(k) Resilience: Quickly recovers from setbacks. Focuses on the mission and objectives during shock, injuries, and stress. Maintains organizational focus despite adversity. Learns from adverse situations and grows.

(l) Interpersonal Tact: Demonstrates proficient interaction with others. Effectively adjusts behaviors when interacting with others. Understands character and motives of others and modifies personal behavior accordingly.

(m) Technologically Adept: Learned how to use and apply advances in technologies or technological systems.

(n) Sustains a Climate of Trust: Assesses factors or conditions that promote or hinder trust. Keeps people informed of goals, actions, and results. Follows through on actions related to expectations of others. Is firm, fair, and respectful to gain trust.

(o) Communication Ability: Uses verbal and nonverbal means to maintain listener interest. Adjusts information sharing strategy based on operating conditions. Ensures prompt information dissemination to all levels. Avoids miscommunication through verifying a shared understanding.

(4) Army Band captain (42C) knowledge. Army Band captains possess the following required knowledge:

(a) Knowledgeable of the operational level of the conflict continuum.

(b) Intermediate knowledge of TLPs, core competencies, organizational responsibilities, research & analysis techniques, MDMP, unit training proficiency, Army regulations and doctrine, ReARMM, Army Bands, and related operations at the tactical and operational level.

(5) Army Band captain skills. Army Band captains possess the following required skills:

(a) Basic Tactical/Technical Competence to apply core competencies, TLPs, MDMP, ADPs (1,3-0/4-0/5-0/6-0/6-22/7-0), ATPs 1-19, and FMs (1-0/3-0/4-0/6-0/6-22/7-0).

(b) Ability to plan, train, and execute at tactical and operational levels.

(c) Reasoning skills.

(d) General Communication.

(e) Data Educated: Ability to understand, interpret, and communicate effectively with data.

(f) Data Comprehension: understand the nature and characteristics of data, including its types, formats, and sources.

(g) Data Visualization: Effectively communicate data-driven insights to others using clear and concise language.

(6) Army Band captain (42C) behaviors. Army Band captains possess the following required behaviors:

(a) Mental Agility: Flexibility of mind; the ability to break habitual thought patterns. Anticipating or adapting to uncertain or changing situations; to think through outcomes when current decisions or actions are not producing desired effects. Ability to apply multiple perspectives and approaches.

(b) Analytical Thinking: Analyzes information and applies general rules and logic to address work-related issues and problems.

(c) Even-Tempered: Calm and stable; does not often exhibit anger, hostility, or aggression.

(d) Cooperation/Teamwork: Works collaboratively with others to solve problems and achieve group goals and objectives.

(e) Critical Thinking: Uses logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions, or approaches to problems.

(f) Detail Focused and Precise: Attentive to detail and thorough, accurate, and precise in completing a task.

(g) Achievement Orientation: Sets high personal goals and standards, is musting to give one's best effort, works hard to achieve difficult objectives, and is confident and resourceful in striving for accomplishment.

(h) Physically Fit: Engages in activities to maintain physical conditioning, including vigorous sports or exercise. Performs well under extreme physiological duress. Physically tough, gritty, and tenacious.

(i) Initiative: Relies on own abilities to overcome obstacles and is effective in situations that require a willingness to originate action or take independent action to achieve a goal.

(j) Problem Solver: Capacity to choose between best practices and unorthodox approaches to reach a solution. Accomplishes the task.

(k) Resilience: Quickly recovers from setbacks. Focuses on the mission and objectives during shock, injuries, and stress. Maintains organizational focus despite adversity. Learns from adverse situations and grows.

(l) Interpersonal Tact: Demonstrates proficient interaction with others. Effectively adjusts behaviors when interacting with others. Understands character and motives of others and modifies personal behavior accordingly.

(m) Technologically Adept: Learns how to use and apply advances in technologies or technological systems.

(n) Sustains a Climate of Trust: Assesses factors or conditions that promote or hinder trust. Keeps people informed of goals, actions, and results. Follows through on actions related to expectations of others. Is firm, fair, and respectful to gain trust.

(o) Communication Ability: Uses verbal and nonverbal means to maintain listener interest. Adjusts information sharing strategy based on operating conditions. Ensures prompt information dissemination to all levels. Avoids miscommunication through verifying a shared understanding.

(7) Education.

(a) All Officers should attend the AGCCC within two years of promotion to captain. There is no substitute CCC for Adjutant General Officers. Active Component Officers must attend their corresponding Active Component CCC. Army Band captains attend the Army Band CCC. Officers must be at least a 1LT (P) to attend the Captains Career Course. Any exception must be approved by the AG Proponent, AG Commandant, AG Branch, and if applicable sister service representation equivalent to the aforementioned.

(b) Captains on assignment to an HROB SPO position must take the SPO course.

(c) RC Captains should attend the resident Human Resources Management Qualification Course prior to assignment as an S-1.

(8) Key Developmental Assignments. Captains must serve as a Battalion / Brigade S-1 or Company Commander for a target of 18-24 rated months, 18 rated months is the minimum requirement. A captain who has completed a target of 18-24 rated months as an S-1 or Company Commander, or 18-24 rated months combined in each position, must have completed this 18-24 rated month KD assignment requirement. This KD assignment requirement can be accomplished before or after completing the AGCCC, provided the officer was in the grade of captain during the evaluations. Once S-1 or command time is complete, AG captains must serve in a variety of positions across the spectrum that develop Adjutant General core competencies in three major areas: S-1, Sustainment, and the Institutional Army.

- (a) Battalion or Brigade S-1.
- (b) Company Commander.
- (c) Division G-1 Strength Manager.
- (d) 42C - Associate Bandmaster, Special Band.
- (e) 42C - Commander, GS OF Band (CONUS).
- (f) 42C – Commander, USASOM Company.
- (9) Broadening Assignments.
 - (a) HRC Staff.
 - (b) AG School Staff/Faculty.
 - (c) ACOM/Army Staff.
 - (d) MEPS Operations Officer.
 - (e) USASOM Staff/Faculty.
 - (f) Military Mail Terminal (MMT) Director.
 - (g) Theater Gateway (TG) Director.
 - (h) Division Sustainment Brigade (DSB) HROB SPO.
 - (i) Special Troops Battalion (STB), SBDE Assistant S-3 (01D).
 - (j) Data Analyst, IPPS-A.
 - (k) Recruiting Staff (01A).
 - (l) USMA Instructor/Staff or ROTC Instructor (01A).
 - (m) ACOM/Army/Joint Staff Assignments (01A).
 - (n) Service in a cross-component billet.
 - (o) HR Officer (all other 42B coded positions with no common title).

(10) Broadening Opportunity Programs. Training With Industry (TWI) or Advanced Civil Schooling (ACS) with utilization tour.

(11) Self-development. Captains should expand their knowledge of battalion, brigade, and combined arms operations and include the Sustainment Warfighting function, HR planning and support operations, HR policies and procedures, and communication and leadership skills. Captains must take the initiative to gain knowledge and experience for the next level of assignments and responsibilities as field grade officers. Officers should continue their professional military reading with books from the CSA's Professional Reading List for Field Grade Officers.

(12) Desired experience. Captains must target to serve 18-24 rated months in a KD assignment. 18 rated months is the minimum requirement. The intent is that each HR officer has a common reference point in their career as the primary HR staff agent and principal advisor on the human dimension for a commander and become practiced in the art of HR delivery. The focus is on expanding their experience and skills and seeking greater levels of responsibility to prepare to be successful as a field grade officer. Officers should pursue a graduate degree within an HR discipline to study the human dimension of the Army, information systems or technology to enhance and develop HR automation capabilities.

c. Major development. The professional development objective for this phase is to expand the officer's tactical and technical delivery of HR support and continue to broaden the officer as a combined arms supporter, strategic enabler, and leader with a comprehensive

understanding of operations in the operational, strategic, and joint environment. Through a series of operational and institutional/strategic assignments, the Adjutant General major continues to increase their understanding of how the Army operates. The goal is to provide the Adjutant General major with the tools required to be a successful Division G-1 or Battalion Commander and for increasingly complex developmental assignments.

(1) Adjutant General major knowledge. Adjutant General majors possess the following required knowledge:

(a) Expert knowledge of the tactical, operational, and strategic levels of the conflict continuum.

(b) Expert knowledge of Personnel Force Structure, and the Army Planning, Programming, Budgeting, and Execution Process, AG core competencies, MDMP, S1/G1 & SRC 12 organizational responsibilities, HR enabling systems, unit training proficiency, research & analysis techniques, Army regulations and doctrine, ReARMM, and the Army Manning Guidance.

(2) Adjutant General major skills. Adjutant General majors possess the following required skills:

(a) Advanced Tactical/Technical Competence to apply AG core competencies and critical functions, HR enabling systems, MDMP, ADPs (1,3-0/4-0/5-0/6-0/6-22/7-0), ATP 1-0.1, FMs (1- 0/ 3-0/4-0/6-0/6-22/7-0) and unit training.

(b) Ability to plan, train, and execute at the tactical, operational, and strategic levels.

(c) Reasoning skills.

(d) General Communication.

(e) Proficiency in advanced data manipulation, analysis, and visualization techniques.

(f) Data Educated: Ability to understand, interpret, and communicate effectively with data.

(g) Data Comprehension: understand the nature and characteristics of data, including its types, formats, and sources.

(h) Data Visualization: Effectively communicate data-driven insights to others using clear and concise language.

(i) Data Analysis: Practice using analytical tools and techniques to explore and interpret data. They can apply statistical methods, data visualization, and other analytical approaches to derive insights and identify patterns or trends within the data.

(3) Adjutant General major behaviors. Adjutant General majors possess the following required behaviors:

(a) Mental Agility: Flexibility of mind; the ability to break habitual thought patterns.

Anticipating or adapting to uncertain or changing situations; thinking through outcomes when current decisions or actions are not producing desired effects. Ability to apply multiple perspectives and approaches.

(b) Analytical Thinking: Analyzes information and applies general rules and logic to address work-related issues and problems.

(c) Even-Tempered: Calm and stable; does not often exhibit anger, hostility, or aggression.

(d) Cooperation/Teamwork: Works collaboratively with others to solve problems and achieve group goals and objectives.

(e) Critical Thinking: Uses logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions, or approaches to problems.

(f) Detail Focused and Precise: Attentive to detail and thorough, accurate, and precise in completing a task.

(g) Achievement Orientation: Sets high personal goals and standards, is musting to give one's best effort, works hard to achieve difficult objectives, and is confident and resourceful in striving for accomplishment.

(h) Coaching: The guidance of another person's development in new or existing skills during the practice of those skills.

(i) Mentoring: The voluntary developmental relationship that exists between a person of greater experience and a person of lesser experience that is characterized by mutual trust and respect.

(j) Physically Fit: Engages in activities to maintain physical conditioning, including vigorous sports or exercise. Performs well under extreme physiological duress. Physically tough, gritty, and tenacious.

(k) Initiative: Relies on own abilities to overcome obstacles and is effective in situations that require a willingness to originate action or take independent action to achieve a goal.

(l) Problem Solver: Capacity to choose between best practices and unorthodox approaches to reach a solution. Accomplishes the task.

(m) Project Manager: Has been responsible for leading a project from its inception to execution.

(n) Resilience: Quickly recovers from setbacks. Focuses on the mission and objectives during shock, injuries, and stress. Maintains organizational focus despite adversity. Learns from adverse situations and grows.

(o) Interpersonal Tact: Demonstrates proficient interaction with others. Effectively adjusts behaviors when interacting with others. Understands character and motives of others and modifies personal behavior accordingly.

(p) Technologically Adept: Learns how to use and apply advances in technologies or technological systems.

(q) Sustains a Climate of Trust: Assesses factors or conditions that promote or hinder trust. Keeps people informed of goals, actions, and results. Follows through on actions related to the expectations of others. Is firm, fair, and respectful to gain trust.

(r) Communication Ability: Uses verbal and nonverbal means to maintain listener interest. Adjusts information sharing strategy based on operating conditions. Ensures prompt information dissemination to all levels. Avoids miscommunication through verifying a shared understanding.

(4) Army Band major knowledge. Army Band majors possess the following required knowledge:

(a) Knowledgeable of the operational and strategic level of the conflict continuum, Personnel Force Structure, and the Army Planning, Programming, Budgeting, and Execution Process.

(b) Intermediate knowledge of the tactical level of the conflict continuum, core competencies, MDMP, organizational responsibilities, unit training proficiency, research & analysis techniques, Army regulations and doctrine, REARM, Army Bands and related operations at the tactical and operational level.

(5) Army Band major skills. Army Band majors possess the following required skills:

(a) Intermediate Tactical/Technical Competence to apply core competencies, MDMP, ADPs (1,3-0/4-0/5-0/6-0/6-22/7-0), ATP 1-19, and FMs (1-0/3-0/4-0/6-0/6-22/7-0).

(b) Ability to plan, train, and execute at tactical, operational, and strategic levels.

(c) Reasoning skills

(d) General Communication.

(e) Proficiency in advanced data manipulation, analysis, and visualization techniques.

(f) Data Educated: Ability to understand, interpret, and communicate effectively with data.

(g) Data Comprehension: understand the nature and characteristics of data, including its types, formats, and sources.

(h) Data Visualization: Effectively communicate data-driven insights to others using clear and concise language.

(i) Data Analysis: Practice using analytical tools and techniques to explore and interpret data. They can apply statistical methods, data visualization, and other analytical approaches to derive insights and identify patterns or trends within the data.

(6) Army Band major behaviors. Army Band majors possess the following required behaviors:

(a) Mental Agility: Flexibility of mind; the ability to break habitual thought patterns. Anticipating or adapting to uncertain or changing situations; thinking through outcomes when current decisions or actions are not producing desired effects. Ability to apply multiple perspectives and approaches.

(b) Analytical Thinking: Analyzes information and applies general rules and logic to address work-related issues and problems.

(c) Even-Tempered: Calm and stable; does not often exhibit anger, hostility, or aggression.

(d) Cooperation/Teamwork: Works collaboratively with others to solve problems and achieve group goals and objectives.

(e) Critical Thinking: Uses logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions, or approaches to problems.

(f) Detail Focused and Precise: Attentive to detail and thorough, accurate, and precise in completing a task.

(g) Achievement Orientation: Sets high personal goals and standards, is musting to give one's best effort, works hard to achieve difficult objectives, is confident and resourceful in striving for accomplishment.

(h) Coaching: The guidance of another's person's development in new or existing skills during the practice of those skills.

(i) Mentoring: The voluntary developmental relationship that exists between a person of greater experience and a person of lesser experience that is characterized by mutual trust and respect.

(j) Physically Fit: Engages in activities to maintain physical conditioning, including vigorous sports or exercise. Performs well under extreme physiological duress. Physically tough, gritty, and tenacious.

(k) Initiative: Relies on own abilities to overcome obstacles and is effective in situations that require a willingness to originate action or take independent action to achieve a goal.

(l) Problem Solver: Capacity to choose between best practices and unorthodox approaches to reach a solution. Accomplishes the task.

(m) Project Manager: Has been responsible for leading a project from its inception to execution.

(n) Resilience: Quickly recovers from setbacks. Focuses on the mission and objectives during shock, injuries, and stress. Maintains organizational focus despite adversity. Learns from adverse situations and grows.

(o) Interpersonal Tact: Demonstrates proficient interaction with others. Effectively adjusts behaviors when interacting with others. Understands the character and motives of others and modifies personal behavior accordingly.

(p) Technologically Adept: Learned how to use and apply advances in technologies or technological systems.

(q) Sustains a Climate of Trust: Assesses factors or conditions that promote or hinder trust. Keeps people informed of goals, actions, and results. Follows through on actions related to the expectations of others. Is firm, fair, and respectful to gain trust.

(r) Communication Ability: Uses verbal and nonverbal means to maintain listener interest. Adjusts information sharing strategy based on operating conditions. Ensures prompt information dissemination to all levels. Avoids miscommunication through verifying a shared understanding.

(7) Education.

(a) All majors must complete Intermediate Level Education (ILE). The Army conducts ILE selection boards in conjunction with the major promotion selection board to consider officers for resident or nonresident ILE opportunities. Officers must be selected for resident CGSC, satellite ILE or distance learning (DL). Officers may also compete for sister service ILE and foreign ILE. If selected for DL ILE, the officer must begin the course within two years of promotion to major.

(b) Majors attending ILE must take the Brigade S1 Course elective, regardless of previous course completion.

(c) Majors on assignment to a DSTB SPO or SBDE HROB SPO positions must take the SPO Course.

(d) RC majors should attend the resident Human Resources Management Qualification Course prior to assignment as an S-1.

(8) Key Developmental Assignments. Majors must serve in an O4 coded billet as a Brigade/Group S-1, Deputy Division G-1, Division HROC Chief, Corps Strength Manager, Battalion XO, Battalion S-3, or in an O-4 coded Command for a target of 18-24 rated months; 18 rated months is the minimum requirement without a follow-on KD assignment. Most majors must be assigned to a KD assignment immediately following resident or satellite ILE. Each officer must ensure they have sufficient experience in KD assignments to develop skills to attain their future goals. The Adjutant General Corps is a technical branch, and Brigade/Group S1, Deputy Division G-1, and Division HROC Chief, are the baseline assignments for AG Majors to continue to develop high technical proficiency and core competencies, and to expand leadership capabilities required to serve as a future G1. Battalion XO, Battalion S3, and Command billets provide leadership experiences beneficial for future CSL command. Highly competitive officers should seek a diverse combination of assignments to best prepare them both technically and tactically for CSL selection and assignment as either Division G1 or Battalion Commander and for future influence as a senior leader. KD requirement.

(a) Brigade/Group S-1 (COL/O6 Level Cmd).

(b) Battalion XO (MAJ coded position).

(c) Battalion S-3 (MAJ coded position).

(d) Commander (MAJ coded position).

(e) Deputy Division G-1.

(f) Data Analyst, IPPS-A.

(g) 42C – Commander, GS OF Band (OCONUS).

(9) Broadening Assignments. Senior major assignments at HRC, DCS G-1, and Soldier Support Institute (SSI) are nominative and hand selected.

(a) SBDE HROB SPO.

(b) Division HROC Chief.

(c) Corps HR Officer.

(d) AG School Staff/Faculty.

(e) HRC Staff.

(f) ACOM/Army/Joint (JDAL).

(g) USMA Faculty/Staff (01A).

(h) ROTC Assistant Professor of Military Science (01A).

(i) ACOM/Army/Joint Staff Assignments (01A).

(j) Inspector General (01A).

(k) Senior HR Officer (all other 42H coded positions with no common title).

(l) 42C - Executive Officer, Special Band.

(m) 42C - USASOM Staff/Faculty.

(10) Broadening Opportunity Programs. TWI and ACS (highly developmental and nominative).

(11) Self-development. An officer's time as a major must focus on continuous improvement to master all aspects of HR including JIIM. Self-development may include correspondence courses, civilian education, and institutional training. Officers should continue their professional military reading with books from the CSA's Professional Reading List for Field Grade Officers. Officers should pursue a graduate degree and specialized programs such as TWI or ACS that produce officers with highly specialized skills and knowledge to serve in utilization tours for the Army. The pursuits must better prepare officers to operate at levels of increased responsibility.

(12) Desired experience. Majors must target to serve 18-24 rated months in KD assignments. 18 rated months is the minimum requirement. Majors assume greater responsibility and should expand their knowledge of battalion and brigade operations to include division and corps. The combination of KD and broadening jobs differs by individual. Officers, mentors, senior Adjutant General leaders, and assignment officers must work together in an officer's timeline to strategically shape and develop future leaders of the corps. Their focus shifts to organizational leadership, managing HR processes, and increasing operational and strategic perspectives. The goal of the branch is to develop an inventory of field grade officers who embody a collective knowledge of JIIM experience. While not every officer must receive an assignment in a qualifying joint assignment or serve a fellowship in a JIIM agency, the goal is to provide the maximum opportunity for Adjutant General majors to receive JIIM experience. The JIIM assignments for Adjutant General majors are dependent on Army demands and position/fellowship availability.

d. Lieutenant Colonel development. The professional development objective for this phase of an officer's career is demonstrate excellence in organizational leadership skills, technical proficiency, and the ability to lead, train, motivate, and care for Soldiers in both the command and staff environments.

(1) Adjutant General lieutenant colonel knowledge. Adjutant General lieutenant colonels possess the following required knowledge:

(a) Expert knowledge of the tactical, operational, and strategic levels of the conflict continuum.

(b) Expert knowledge of Personnel Force Structure, and Army Planning, Programming, Budgeting, and Execution Process, the AG core competencies, MDMP, S1/G1 & SRC 12 organizational responsibilities, HR enabling systems, unit training proficiency, research & analysis techniques, Army regulations and doctrine, ReARMM, and the Army Manning Guidance.

(2) Adjutant General lieutenant colonel skills. Adjutant General lieutenant colonels possess the following required skills:

(a) Advanced Tactical/Technical Competence to apply AG core competencies and critical functions, HR enabling systems, MDMP, ADPs (1,3-0/4-0/5-0/6-0/6-22/7-0), ATP 1-0.1, FMs (1-0/ 3-0/4-0/6-0/6-22/7-0) and unit training.

(b) Ability to plan, train, and execute at the tactical, operational, and strategic levels.

(c) Reasoning skills.

(d) General Communication.

(e) Data Educated: Ability to understand, interpret, and communicate effectively with data.

(f) Data Comprehension: understand the nature and characteristics of data, including its types, formats, and sources.

(g) Data Visualization: Effectively communicate data-driven insights to others using clear and concise language.

(h) Data Analysis: Skilled in using analytical tools and techniques to explore and interpret data. They can apply statistical methods, data visualization, and other analytical approaches to derive insights and identify patterns or trends within the data.

(3) Adjutant General lieutenant colonel behaviors. Adjutant General lieutenant colonels possess the following required behaviors:

(a) Mental Agility: Flexibility of mind; the ability to break habitual thought patterns. Anticipating or adapting to uncertain or changing situations; to think through outcomes when current decisions or actions are not producing desired effects. Ability to apply multiple perspectives and approaches.

(b) Analytical Thinking: Analyzes information and applies general rules and logic to address work-related issues and problems.

(c) Even-Tempered: Calm and stable; does not often exhibit anger, hostility, or aggression.

(d) Cooperation/Teamwork: Works collaboratively with others to solve problems and achieve group goals and objectives.

(e) Critical Thinking: Uses logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions, or approaches to problems.

(f) Detail Focused and Precise: Attentive to detail and thorough, accurate, and precise in completing a task.

(g) Achievement Orientation: Sets high personal goals and standards, is musting to give one's best effort, works hard to achieve difficult objectives, and is confident and resourceful in striving for accomplishment.

(h) Coaching: The guidance of another person's development in new or existing skills during the practice of those skills.

(i) Mentoring: The voluntary developmental relationship that exists between a person of greater experience and a person of lesser experience that is characterized by mutual trust and respect.

(j) Physically Fit: Engages in activities to maintain physical conditioning, including vigorous sports or exercise. Performs well under extreme physiological duress. Physically tough, gritty, and tenacious.

(k) Initiative: Relies on own abilities to overcome obstacles and is effective in situations that require a willingness to originate action or take independent action to achieve a goal.

(l) Problem Solver: Capacity to choose between best practices and unorthodox approaches to reach a solution. Accomplishes the task.

(m) Project Manager: Has been responsible for leading a project from its inception to execution.

(n) Resilience: Quickly recovers from setbacks. Focuses on the mission and objectives during shock, injuries, and stress. Maintains organizational focus despite adversity. Learns from adverse situations and grows.

(o) Interpersonal Tact: Demonstrates proficient interaction with others. Effectively adjusts behaviors when interacting with others. Understands the character and motives of others and modifies personal behavior accordingly.

(p) Technologically Adept: Learned how to use and apply advances in technologies or technological systems.

(q) Sustains a Climate of Trust: Assesses factors or conditions that promote or hinder trust. Keeps people informed of goals, actions, and results. Follows through on actions related to the expectations of others. Is firm, fair, and respectful to gain trust.

(r) Communication Ability: Uses verbal and nonverbal means to maintain listener interest. Adjusts information sharing strategy based on operating conditions. Ensures prompt information dissemination to all levels. Avoids miscommunication through verifying a shared understanding.

(4) Army Band lieutenant colonel knowledge. Army Band lieutenant colonels possess the following required knowledge:

(a) Intermediate knowledge of the operational and strategic level of the conflict continuum.

(b) Advanced knowledge of the tactical level of the conflict continuum, core competencies, Personnel Force Structure, and the Army Planning, Programming, Budgeting, and Execution Process, MDMP, organizational responsibilities, unit training proficiency, research & analysis techniques, Army regulations and doctrine, REARM, Army Bands, and related operations at the tactical, operational, and strategic levels.

(5) Army Band lieutenant colonel skills. Army Band lieutenant colonels possess the following required skills:

(a) Advanced Tactical/Technical Competence to apply core competencies, MDMP, ADPs (1, 3-0/ 4-0/5-0/6-0/6-22/7-0), ATP 1-19, and FMs (1-0/3-0/4-0/6-0/6-22/7-0).

(b) Ability to plan, train, and execute at tactical, operational, and strategic levels.

(c) Reasoning skills.

(d) General Communication.

(e) Data Educated: Ability to understand, interpret, and communicate effectively with data.

(f) Data Comprehension: understand the nature and characteristics of data, including its types, formats, and sources.

(g) Data Visualization: Effectively communicate data-driven insights to others using clear and concise language.

(h) Data Analysis: Skilled in using analytical tools and techniques to explore and interpret data. They can apply statistical methods, data visualization, and other analytical approaches to derive insights and identify patterns or trends within the data.

(6) Army Band lieutenant colonel behaviors. Army Band lieutenant colonels possess the following required behaviors:

(a) Mental Agility: Flexibility of mind; the ability to break habitual thought patterns. Anticipating or adapting to uncertain or changing situations; thinking through outcomes when current decisions or actions are not producing desired effects. Ability to apply multiple perspectives and approaches.

(b) Analytical Thinking: Analyzes information and applies general rules and logic to address work-related issues and problems.

(c) Even-Tempered: Calm and stable; does not often exhibit anger, hostility, or aggression.

(d) Cooperation/Teamwork: Works collaboratively with others to solve problems and achieve group goals and objectives.

(e) Critical Thinking: Uses logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions, or approaches to problems.

(f) Detail Focused and Precise: Attentive to detail and thorough, accurate, and precise in completing a task.

(g) Achievement Orientation: Sets high personal goals and standards, is musting to give one's best effort, works hard to achieve difficult objectives, and is confident and resourceful in striving for accomplishment.

(h) Coaching: The guidance of another person's development in new or existing skills during the practice of those skills.

(i) Mentoring: The voluntary developmental relationship that exists between a person of greater experience and a person of lesser experience that is characterized by mutual trust and respect.

(j) Physically Fit: Engages in activities to maintain physical conditioning, including vigorous sports or exercise. Performs well under extreme physiological duress. Physically tough, gritty, and tenacious.

(k) Initiative: Relies on own abilities to overcome obstacles and is effective in situations that require a willingness to originate action or take independent action to achieve a goal.

(l) Problem Solver: Capacity to choose between best practices and unorthodox approaches to reach a solution. Accomplishes the task.

(m) Project Manager: Has been responsible for leading a project from its inception to execution.

(n) Resilience: Quickly recovers from setbacks. Focuses on the mission and objectives during shock, injuries, and stress. Maintains organizational focus despite adversity. Learns from adverse situations and grows.

(o) Interpersonal Tact: Demonstrates proficient interaction with others. Effectively adjusts behaviors when interacting with others. Understands the character and motives of others and modifies personal behavior accordingly.

(p) Technologically Adept: Learned how to use and apply advances in technologies or technological systems.

(q) Sustains a Climate of Trust: Assesses factors or conditions that promote or hinder trust. Keeps people informed of goals, actions, and results. Follows through on actions related to the expectations of others. Is firm, fair, and respectful to gain trust.

(r) Communication Ability: Uses verbal and nonverbal means to maintain listener interest. Adjusts information sharing strategy based on operating conditions. Ensures prompt information dissemination to all levels. Avoids miscommunication through verifying a shared understanding.

(7) Education. Lieutenant colonels selected for CSL, ACoS G-1, or battalion command attend pre-command courses and prepare to attend Senior Service College (SSC) upon successful completion of CSL and become JPME II qualified.

(8) Key Developmental Assignments.

(a) G-1 (CSL Designated).

(b) Battalion Commander (CSL Designated).

(c) 42C - Commander, USMA Band.

(9) Broadening Assignments

(a) AG School Staff.

(b) HRC Staff. *

(c) TPOC Chief.

(d) SSI Division Chief (Proponent and Leader Development, Director of Training, Force Modernization, Concepts and Doctrine). *

(e) JDAL Assignment. *

(f) DA G-1 Staff. *

(g) ASCC/ACOM/Joint Staff.

(h) Deputy Corps G-1.

(i) IG/EO Advisor.

(j) Senior HR Officer (all other 42H coded positions with no common title).

(k) G-1/J-1 (non-CSL Designated).

(l) Data Analyst, IPPS-A

(m) 42C - Deputy Commander, Special Band.

*Note. Assignment opportunities for some AG lieutenant colonel positions must be limited to former CSL officers only. Former CSL positions are approved by the AG Board of Directors annually.

(n) Self-development. Lieutenant colonels should analyze past assignments and experiences to assess their skills, focus on continued improvement, and refine their competencies. They should learn and apply strategic and executive leadership principles and refine critical reasoning skills.

(11) Desired experience. Lieutenant colonels refine their skills and experience and assume greater responsibility for leading units, organizations, and understand how to integrate HR support at a variety of levels. They should be well-versed in tactical, operational and strategic operations.

e. Colonel development.

(1) Adjutant General colonel knowledge. Adjutant General colonels possess the following required knowledge:

(a) Mastery of the tactical, operational, and strategic levels of the conflict continuum.

(b) Mastery of Force Structure, and the Army Planning, Programming, Budgeting, and Execution Process, AG core competencies, MDMP, S1/G1 & SRC 12 organizational responsibilities, HR enabling systems, unit training proficiency, research & analysis techniques, Army regulations and doctrine, ReARMM, and the Army Manning Guidance.

(2) Adjutant General colonel skills. Adjutant General colonels possess the following required skills:

(a) Mastery in Tactical/Technical Competence to apply AG core competencies and critical functions, HR enabling systems, MDMP, ADPs (1,3-0/4-0/5-0/6-0/6-22/7-0), ATP 1-0.1, FMs (1- 0/ 3-0/4-0/6-0/6-22/7-0) and unit training.

(b) Ability to plan, train, and execute at the tactical, operational, and strategic levels.

(c) Reasoning skills.

(d) General Communication.

(e) Data Educated: Ability to understand, interpret, and communicate effectively with data.

(f) Data Comprehension: understand the nature and characteristics of data, including its types, formats, and sources.

(g) Data Visualization: Effectively communicate data-driven insights to others using clear and concise language.

(h) Data Analysis: skilled in using analytical tools and techniques to explore and interpret data. They can apply statistical methods, data visualization, and other analytical approaches to derive insights and identify patterns or trends within the data.

(3) Adjutant General colonel behaviors. Adjutant General colonels possess the following required behaviors:

(a) Mental Agility: Flexibility of mind; the ability to break habitual thought patterns. Anticipating or adapting to uncertain or changing situations; thinking through outcomes when current decisions or actions are not producing desired effects. Ability to apply multiple perspectives and approaches.

(b) Analytical Thinking: Analyzes information and applies general rules and logic to address work-related issues and problems.

(c) Even-Tempered: Calm and stable; does not often exhibit anger, hostility, or aggression.

(d) Cooperation/Teamwork: Works collaboratively with others to solve problems and achieve group goals and objectives.

(e) Critical Thinking: Uses logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions, or approaches to problems.

(f) Detail Focused and Precise: Attentive to detail and thorough, accurate, and precise in completing a task.

(g) Achievement Orientation: Sets high personal goals and standards, is musting to give one's best effort, works hard to achieve difficult objectives, and is confident and resourceful in striving for accomplishment.

(h) Innovative: Ability to introduce something new; make changes in anything established.

(i) Integrator: Characterized by an ability to successfully bring polar persons or groups

together to work towards a common goal.

(j) Motivating: Characterized by an ability to generate interest or enthusiasm for doing something.

(k) Coaching: The guidance of another person's development in new or existing skills during the practice of those skills.

(l) Mentoring: The voluntary developmental relationship that exists between a person of greater experience and a person of lesser experience that is characterized by mutual trust and respect.

(m) Physically Fit: Engages in activities to maintain physical conditioning, including vigorous sports or exercise. Performs well under extreme physiological duress. Physically tough, gritty, and tenacious.

(n) Initiative: Relies on own abilities to overcome obstacles and is effective in situations that require a willingness to originate action or take independent action to achieve a goal.

(o) Problem Solver: Capacity to choose between best practices and unorthodox approaches to reach a solution. Accomplishes the task.

(p) Project Manager: Has been responsible for leading a project from its inception to execution.

(q) Resilience: Quickly recovers from setbacks. Focuses on the mission and objectives during shock, injuries, and stress. Maintains organizational focus despite adversity. Learns from adverse situations and grows.

(r) Interpersonal Tact: Demonstrates proficient interaction with others. Effectively adjusts behaviors when interacting with others. Understands character and motives of others and modifies personal behavior accordingly.

(s) Technologically Adept: Learns how to use and apply advances in technologies or technological systems.

(t) Sustains a Climate of Trust: Assesses factors or conditions that promote or hinder trust. Keeps people informed of goals, actions, and results. Follows through on actions related to the expectations of others. Is firm, fair, and respectful to gain trust.

(u) Communication Ability: Uses verbal and nonverbal means to maintain listener interest. Adjusts information sharing strategy based on operating conditions. Ensures prompt information dissemination to all levels. Avoids miscommunication through verifying a shared understanding.

(4) Army Band colonel knowledge. Army Band colonels possess the following required knowledge:

(a) Intermediate knowledge of the strategic level of the conflict continuum.

(b) Advanced knowledge of the operational level of the conflict continuum.

(c) Mastery of the tactical level of the conflict continuum, core competencies, Personnel Force Structure, the Army Planning, Programming, Budgeting, and Execution Process, MDMP, organizational responsibilities, unit training proficiency, research & analysis techniques, regulations, and doctrine, ReARMM, and all levels of Army Bands and related operations at the tactical, operational, and strategic levels.

(5) Army Band colonel skills. Army Band colonels possess the following required skills:

(a) Mastery in Tactical/Technical Competence to apply core competencies, MDMP, ADPs (1, 3-0/ 4-0/5-0/6-0/6-22/7-0), ATP 1-19, and FMs (1-0/3-0/4-0/6-0/6-22/7-0).

(b) Ability to plan, train, and execute at tactical, operational, and strategic levels.

(c) Reasoning skills.

(d) General Communication.

(6) Army Band colonel behaviors. Army Band colonels possess the following required behaviors:

(a) Mental Agility: Flexibility of mind; the ability to break habitual thought patterns.

Anticipating or adapting to uncertain or changing situations; thinking through outcomes when current decisions or actions are not producing desired effects. Ability to apply multiple perspectives and approaches.

(b) Analytical Thinking: Analyzes information and applies general rules and logic to address work-related issues and problems.

(c) Even-Tempered: Calm and stable; does not often exhibit anger, hostility, or aggression.

(d) Cooperation/Teamwork: Works collaboratively with others to solve problems and achieve group goals and objectives.

(e) Critical Thinking: Uses logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions, or approaches to problems.

(f) Detail Focused and Precise: Attentive to detail and thorough, accurate, and precise in completing a task.

(g) Achievement Orientation: Sets high personal goals and standards, is musting to give one's best effort, works hard to achieve difficult objectives, is confident and resourceful in striving for accomplishment.

(h) Innovative: Ability to introduce something new; make changes in anything established.

(i) Integrator: Characterized by an ability to successfully bring polar persons or groups together to work towards a common goal.

(j) Motivating: Characterized by an ability to generate interest or enthusiasm for doing something.

(k) Coaching: The guidance of another person's development in new or existing skills during the practice of those skills.

(l) Mentoring: The voluntary developmental relationship that exists between a person of greater experience and a person of lesser experience that is characterized by mutual trust and respect.

(m) Physically Fit: Engages in activities to maintain physical conditioning, including vigorous sports or exercise. Performs well under extreme physiological duress. Physically tough, gritty, and tenacious.

(n) Initiative: Relies on own abilities to overcome obstacles and is effective in situations that require a willingness to originate action or take independent action to achieve a goal.

(o) Problem Solver: Capacity to choose between best practices and unorthodox approaches to reach a solution. Accomplishes the task.

(p) Project Manager: Has been responsible for leading a project from its inception to execution.

(q) Resilience: Quickly recovers from setbacks. Focuses on the mission and objectives during shock, injuries, and stress. Maintains organizational focus despite adversity. Learns from adverse situations and grows.

(r) Interpersonal Tact: Demonstrates proficient interaction with others. Effectively adjusts behaviors when interacting with others. Understands the character and motives of others and modifies personal behavior accordingly.

(s) Technologically Adept: Learned how to use and apply advances in technologies or technological systems.

(t) Sustains a Climate of Trust: Assesses factors or conditions that promote or hinder trust. Keeps people informed of goals, actions, and results. Follows through on actions related to the expectations of others. Is firm, fair, and respectful to gain trust.

(u) Communication Ability: Uses verbal and nonverbal means to maintain listener interest. Adjusts information sharing strategy based on operating conditions. Ensures prompt information dissemination to all levels. Avoids miscommunication through verifying a shared understanding.

- (7) Education. If not already complete, colonels should attend SSC.
- (8) Key Developmental Assignments.
 - (a) G-1/J-1 (CSL Designated).
 - (b) Brigade-level Commander (CSL Designated).
 - (c) HQDA G-1, IPPS-A FMD Director.
 - (d) Commandant, Adjutant General School.
 - (e) 42C - Commander, U.S. Army Band.
 - (f) 42C - Commander, U.S. Army Field Band.
- (9) Broadening Assignments.
 - (a) Branch immaterial coded positions.
 - (b) J-1 Unified Command.
 - (c) ASCC HROC Director.
 - (d) HQDA, Joint Staff.
 - (e) Senior HR Officer (all other 42H coded positions with no common title).
- (10) Self-development. Colonels should perfect leadership, managerial, and executive talents, apply those skills as creative and strategic thinkers, and display disciplines of governance, diplomacy, and statesmanship.
- (11) Desired experience. Colonels should be versatile and experienced strategic leaders and creative thinkers. The sum of their skills, assignments, experience, and development should have prepared them for key and influential positions. They should be the senior HR officer who mentors and ensures relevant and reliable HR support. Only a limited number of Adjutant General Officers are selected for CSL. Those officers not selected for CSL must continue to provide exceptional service in assignments within the Army. These officers also provide the critical bridge between the operating and generating force and serve as the advocates of commanders in staff positions at all echelons.
- (12) Commanders of the USMA Band are selected by the USMA Superintendent. A panel that includes a USMA designated representative, the AG School Commandant, and the ASOM Commandant must provide an order of merit list to the Superintendent for selection. The selection process includes the applicant's Soldier Talent Profile and a personal interview.
- (13) Command tours are 36 months. USMA Commands may request one 12-month extension to the AG School Commandant (Proponent) with approval by an AG General Officer.

4. Adjutant General Warrant Officer Development

a. *Warrant officer development.* Adjutant General Corps warrant officers are adaptive technical experts, leaders, trainers, and advisors. Through progressive levels of assignments, training, and education, they maintain, operate, and integrate Army HR processes and systems to support the core competencies and key functions as outlined in FM 1–0. The goal of the Adjutant General Corps goal is to ensure warrant officers at each level are aware of and have an opportunity to serve in positions that develop their understanding and depth of HR core competencies, build experience, and expand capabilities and understanding only gained through serving in different organizational cultures. This is achieved by placing the warrant officer in a variety of developmental assignments that are regarded as necessary by the Corps.

(1) Upon completion of the Warrant Officer Basic Course (WOBC), initial entry warrant officer gain branch technical and tactical skills to develop Warrior Ethos and gain important leadership experience in the officer corps separate and distinct from previous experience as an NCO.

(2) WO1/CW2. The initial assignment as a warrant officer provides an opportunity to mature in officer presence and grow in technical, tactical, and operational experience. Warrant officers can expect to be in a brigade or equivalent level assignment for the initial three to six years. Throughout a warrant officer's career, the talent development model highlights the need to gain tactical and operational assignment experience. Warrant officers should continue their self-development, professional reading, and pursuit of military and civilian education goals.

(3) CW3/CW4. At this point in an HR warrant officer's career, they should have a full understanding of their MOS and should seek to expand their knowledge of the operational and strategic perspective to include Large Scale Combat Operations. Nominative and joint assignments should be sought out after the completion of key developmental assignments. Warrant officers should continue self-development, professional reading, and pursuit of the next civilian education goals. CW3/CW4 assignments must be tiered in scope and responsibility to maximize opportunities to develop operational and strategic skills in successive order.

(4) CW5. At this point in an HR warrant officer's career, they should have a mastery of the skills, laws, policies, and regulations governing their MOS and how that supports the tactical, operational, and strategic levels of the Army. Senior HR warrant officers should strive to continue seeking training and assignments that must give them additional skills necessary to lead and advise the Army of the future. CW5 assignments must be tiered in scope and responsibility to maximize opportunities to develop strategic skills in successive order culminating at the highest levels of the Army. In addition to tiered developmental assignments, CW5s should seek training and assignments that are nominative and/or JIIM in nature.

(5) Lifelong learning, supported by both civilian and military education, provides critical opportunities to develop both joint and expeditionary competencies. Expeditionary competencies are those needed by warrant officers in an expeditionary force—regional knowledge, cultural awareness, foreign language, diplomacy, statesmanship, and so forth. Technical warrants must remain current in doctrine and the tactical implementation of key functions through training opportunities to include, but not limited to, rotations to the National and Regional Training Center (NTC), Warfighter Exercises (WFX), Command Post Exercises (CPX), and Culminating Training Events (CTE).

(6) All Adjutant General warrant officers should seek membership and certification in opportunities that serve to enhance their knowledge, skills, and behaviors. For examples, refer to your respective Talent Development Model. HR warrants may seek membership and certification in HR associations that support the HR credentialing programs and related continuing education opportunities.

b. WO1/CW2 (420A/420C) development.

(1) Adjutant General WO1/CW2 knowledge. Adjutant General WO1/CW2s possess the following required knowledge:

- (a) Basic knowledge of Troop Leading Procedures (TLP).
- (b) Basic to intermediate knowledge of the AG core competencies, S1/G1, SRC 12, and SRC 63 organizational responsibilities, depth and comprehension of HR enabling systems, Personnel Readiness Management (PRM), Personnel Information Management (PIM), Army Manning Guidance, Talent Management, and PRM data for HR Metrics.
- (c) Basic to intermediate knowledge of the tactical level of war and MDMP.

(2) Adjutant General WO1/CW2 skills. Adjutant General WO1/CW2s possess the following required skills:

(3) Basic to Intermediate technical and tactical skills in the application of AG core competencies and critical tasks, HR enabling systems, TLPs, MDMP, all HR doctrine and regulatory guidance as well as FM 3-0 and FM 4-0.

- (a) Ability to perform at the tactical level.
- (b) Interpersonal, logical, research, analytical, and cognitive skills.
- (c) Proficient in oral and written communication and the facilitation of building and managing relationships.
- (d) Data Educated: Basic ability to understand, interpret, and communicate effectively with data.
- (e) Data Comprehension: Basic understanding of the nature and characteristics of data, including its types, formats, and sources.
- (f) Data Visualization: Effectively communicate data-driven insights to others using clear and concise language.

(3) Adjutant General WO1/CW2 behaviors. Adjutant General WO1/CW2s possess the following required behaviors:

- (a) Active Listening: Carefully attends to and understands both the overt and implied meaning of oral communications from others by accurately perceiving the content, context, and tone of the speaker; not interrupting at inappropriate times.
- (b) Advanced Computer Skills: Understands numerous computer operating systems and applications such as Unix, NT, and Army specific systems. Can perform routine troubleshooting.
- (c) Agreeableness: Tendency towards a general concern for social harmony and connection to others.
- (d) Analytical Thinking: Analyzes information and applies general rules and logic to address work related issues and problems.
- (e) Analyze Data or Information: Identifies underlying principles, relationships, general rules, reasons, or facts by breaking down information or data into separate parts.
- (f) Army Values: Models loyalty, duty, respect, selfless service, honor, integrity, and personal courage. Promotes the associated principles, standards, and qualities in others.
- (g) Attention Control: Focuses on the problem or situation and shifts attention between activities when appropriate.
- (h) Attentiveness: Focuses on the problem or situation and shifts attention between activities when appropriate.
- (i) Basic Computer Skills: Uses personal computers and office software programs to create documents, spreadsheets, and presentations. Creates and maintains computer files. Locates and uses information on the Internet and uses other Internet functions including e-mail.
- (j) Basic Mathematics: Uses arithmetic (add, subtract, multiply, divide) and formulas to solve problems.

(k) Budget & Finance: Knowledge of, and ability to, apply the basic principles, practices, and methods of financial management to set priorities and accomplish the goals of the organization.

(l) Cognitive Flexibility: Considers new approaches to solving problems creates new plans and ideas, and initiates and accepts change and innovation.

(m) Communication Ability: Uses verbal and nonverbal means to maintain listener interest. Adjusts information sharing strategy based on operating conditions. Ensures prompt information dissemination to all levels. Avoids miscommunication through verifying a shared understanding.

(n) Communicator: Precise, efficient, and compelling in both written and spoken word.

(o) Conscientiousness: Tendency towards self-discipline and duty, strives to follow rules, do what is right, and thoroughly accomplish work goals.

(p) Cooperation/Teamwork: Works collaboratively with others to solve problems and achieve group goals and objectives.

(q) Creativity: Ability to produce ideas, plans, approaches, and solutions to problems, and outcomes that are both original and useful or effective to accomplish work or achieve goals when established methods and procedures are inapplicable or ineffective.

(r) Coaching: The guidance of another person's development in new or existing skills during the practice of those skills.

(s) Cultural Awareness: Learning about and demonstrating acceptance and understanding of individuals from other cultural and social backgrounds, both in the context of the diversity of U.S. Army personnel and interactions with foreign nationals during deployments or when training for deployment.

(t) Curiosity: Inquisitive and perceptive; interested in learning new information and attending courses and workshops whenever possible.

(u) Cyber Knowledge: Knowledge of the systems and services directly or indirectly connected to the internet, telecommunications, electronics, and computer networks.

(v) Data Science: Uses data science tools and applications to collect, integrate, analyze, and interpret qualitative and quantitative data to support enterprise needs and military operations.

(w) Decision Making: Makes decisions based on accurate and appropriate assessment of the costs/benefits and short- and long-term consequences of alternative actions and solutions. Makes timely decisions with incomplete information, while refraining from making hasty decisions in the absence of necessary information.

(x) Dependability: Trustworthy, reliable, planful, and accountable. Respect the value of discipline. Do not shy away from responsibility. Tries to keep promises.

(y) Detail-focused & Precise: Attentive to detail and thorough, accurate, and precise in completing a task.

(z) Emotional Control: Acts rationally, displays a generally calm and even mood, maintains composure, and is not overly distraught by stressful situations.

(aa) Emotional Stability: Tendency towards being well-adjusted, in control of emotions, optimistic, even-tempered, resilient to challenges, and demonstrates self-control.

(ab) Empathy: Can experience something from another person's point of view. Ability to identify with and enter another person's feelings and emotions. Desire to care for and take care of Soldiers and others.

(ac) Encourages subordinates to exercise initiative accept responsibility and take ownership: Involves others in decisions and informs them of consequences. Allocates responsibility for performance. Guides subordinate leaders in thinking through problems for

themselves. Allocates decision-making to the lowest appropriate level. Acts to expand and enhance subordinate's competence and self-confidence. Rewards initiative.

(ad) Extraversion: Tendency towards enjoying attention and interactions with others, and being part of a group.

(ae) General Cognitive Ability: Perceives, orders, and recalls information quickly and accurately to achieve situational understanding and insight.

(af) General Cognitive Aptitude: Capacity to understand and interpret information that is being presented, ability to identify and solve problems, and capability to learn new things quickly and efficiently.

(ag) General Communication: Ability to effectively communicate through written and spoken word as well as use verbal and nonverbal communication. Encourages conversation and verifies for understanding. Shows ability to learn a different language and recognizes cultural differences in communication.

(ah) General Fitness: Demonstrates good health and physical conditioning by prioritizing Good nutrition, physical exercise, and adequate sleep.

(ai) Health & Fitness Orientation: Tends to maintain good health and physical conditioning by prioritizing good nutrition, physical exercise, and adequate sleep. Committed to a lifestyle of physical fitness.

(aj) Improves unit performance: Employs learning strategies to improve unit performance. Uses assessment techniques and evaluation tools (such as after-action reviews) to identify lessons learned and facilitate consistent improvement. Determines the appropriate setting and timing for feedback.

(ak) Interests: Preferences for work environments and outcomes

(al) Interpersonal Tactful: Demonstrates proficient interaction with others. Effectively adjusts behaviors when interacting with others. Understands character and motives of others and modifies personal behavior accordingly.

(am) IT Programs and Systems: Ability and knowledge of the tools, techniques, and necessary programming languages to develop, implement, innovate, and support IT-related projects and goals.

(an) Knowledge of Process & Procedures: Employs appropriate technical procedures or organizational processes to accomplish tasks.

(ao) Leadership: Influence people by providing purpose, direction, and motivation to accomplish the mission and improve the organization.

(ap) Leads by Example: Serves as a decisive leader and positive role model who upholds Standard and Army Ethic (legal and moral Army principles).

(aq) Math & Science: Proficiency in basic and advanced mathematics and scientific methods.

(ar) Mentoring: Mentors and coaches subordinates, subordinate leaders, and others. Uses experience and knowledge to improve future performance, individual understanding, and proficiency.

(as) Meta-Cognition: Awareness of one's own thinking and biases. Uses reflective thinking, prior experience, and organizes information to create knowledge for future application.

(at) Military-Specific: Exemplifies Army values, commitment to service, successfully performs duties, and models the actions and internal shared attitudes and beliefs that embody the Army profession.

(au) MOS/ Branch-Specific Knowledge & Skill: Possesses the necessary technical knowledge and skill to perform MOS/branch-specific technical tasks. Stays informed of the latest developments in field.

(av) Motives: Individual preference or reason for initiating and maintaining goal-oriented behaviors.

(aw) Openness to Experience: Tendency towards intellectual curiosity, adaptability, and willingness to try new things.

(ax) Oral Communication: Speaks in a clear, organized, and logical manner. Communicates information or asks questions in an efficient and understandable way. Adapts communication styles to different situations. Uses nonverbal gestures to supplement and reinforce spoken messages.

(ay) Perceptual Speed & Accuracy: Perceives objects quickly and accurately.

(az) Performance Management: Oversees, monitors, and facilitates work performance of subordinates. Ensures they meet organizational standards, provides feedback, recognize and reward good performance, and work to improve performance.

(ba) Persistence: Focuses on tasks and activities until they are completed and is determined to accomplish their goals even in the face of obstacles.

(bb) Problem Solving: Ability to identify and define simple and complex problems, Troubleshoot errors, generate solutions, evaluate and select a solution, and implement and monitor the selected solution to obtain a preferred outcome.

(bc) Processes Information & Data: Compiles, codes, categorizes, calculates, tabulates, audits, or verifies information or data.

(bd) Proficiency with Mission Systems: Uses weapons and mission information systems in training or operational contexts to acquire, synthesize, or use information/data to enable or support military operations.

(be) Quantitative Reasoning: Uses induction or deduction in reasoning with quantitative concepts (e.g., numbers, mathematical relations). Can solve problems that involve mathematical concepts or numbers.

(bf) Reading Comprehension: Understands written sentences and paragraphs in instructions, operator's manuals, basic textbooks, letters of instructions, written orders, and job directives.

(bg) Reasoning: Uses logic, critical thinking, inductive and deductive reasoning to draw conclusions based upon analysis of information and understanding of underlying principles.

(bh) Self-Efficacy: Confidence in one's ability to succeed, effectively meet challenges, and Overcome obstacles.

(bi) Situational Awareness: Perceives what is happening in the immediate environment and is rarely surprised. Rapidly understands how information, events, and actions must impact current and near-term goals and objectives.

(bj) Social Skills: Skills that are used to communicate and interact with each other, both verbally and non-verbally, through gestures, body language, and personal appearance.

(bk) Spatial Ability: Knows one's physical location in relation to the environment or knows where other objects are in relation to oneself. Also, the ability to identify and mentally manipulate the position or direction of objects or points in space.

(bl) Stress Tolerance: Capacity to maintain emotional control and composure under pressure.

(bm) Structured Problem Solving: Analyzes readily obtained information and evaluates results to select the best solution from a set of existing approaches to solve a problem.

(bn) Sustains Climate & Morale: Supports a climate of trust, high morale, consideration of the welfare of followers, demonstrates perseverance and courage to followers in the face of adversity, and shows commitment to organizational missions and values.

(bo) Systems Thinking: Conceptualizes and understands relationships and arrangements within and between relevant components and structures.

(bp) Tactical/Technical Competence: Employs appropriate technical procedures or organizational processes to accomplish tasks. Possesses necessary technical knowledge and

skill to perform MOS/branch or functional area specific tasks. Applies knowledge of combined arms operations and sees how one's unit relates to the larger strategic picture and goals.

(bq) Team Orientation: Enjoys being part of a team, has a strong identification with one's team and other team members and feels a sense of commitment and obligation to the team.

(br) Team Planning: Organizes and orients team members to meet goals. Changes organization and focus of the group to meet changing missions and conditions.

(bs) Teamwork: Individual skills to work effectively with others as part of a team resulting in a coordinated collective action to achieve a goal or to complete a task -most effective and efficiently.

(bt) Technology Fluency: An understanding, ability, and interest in using various forms of technology, allowing one to easily learn, adapt, and apply both familiar and new technologies to solve problems or improve processes.

(bu) Training and Developing Others: Determines the training needs of individual subordinates, providing the appropriate level of instruction, guidance, and developmental opportunities. Uses counseling to provide personal and developmental feedback.

(bv) Troubleshooting: Determines causes of operating errors and decides what to do about it.

(bw) Warrior Ethos: Internal shared attitudes and beliefs that embody the spirit of the Army profession for Soldiers and Army Civilians alike.

(bx) Written Communication: Communicates written information and ideas to others in a clear, accurate, concise, grammatically correct, and well-organized manner.

(4) Professional Military Education. 420A WO1/CW2 must successfully complete WOBC and prerequisite studies for the Warrant Officer Advance Course (WOAC). 420C WO1/CW2 must ~~successfully~~ complete the Bandmaster WOBC. 420A/420C CW2s should successfully complete the HR Technician WOAC or Bandmaster WOAC no later than promotion to CW3.

(5) Key Developmental assignments. Brigade S1 HR Tech is the number one priority developmental assignment for a 420A WO1/CW2 and Commander/Bandmaster for 420C.

(a) Brigade-level HR Technician (initial three to six years, no less than 36 and up to 72 months) *Expected with multiple Brigade-level assignments.

(b) HR Company Technical Warrant. (Position serves as a progressive assignment after, or in addition to, 36-48 successful rated months in assignment.)

(c) HR Operations Branch (SBDE or ESC). (Position serves as a progressive assignment after, or in addition to, 36-48 successful rated months in a Brigade-level HR Technician assignment.)

(d) 420C - Instructor/Writer, ASOM.

(e) 420C - Commander/Bandmaster Generating Force (GF), MPU A3/A4.

(6) Post-Priority Developmental Assignment (Broadening Assignments after completion of priority developmental assignment).

(a) Special Operations HR Tech.

(b) HRSC Tech (CW2).

(c) Division / Corps HR Tech.

(d) FORSCOM HR Tech.

(e) ASCC HR Tech.

(f) Fielded Force Integration Division (FFID) HR Tech.

(g) NATO MPD Chief.

(h) Office of Congressional Legislative Liaison (OCLL) ARSTAFF HR Tech.

(i) Cadet Command HR Tech.

(j) 420C – Bandmaster, Special Bands.

(k) Any additional HR Technician position (coded 420A).

(l) Any branch immaterial assignment.

(7) Self-development. WO1/CW2s should expand their knowledge of S-1 and G-1 operations at the battalion, brigade, ESC, division, corps, HR company, division band, HRSC, and HR policies and procedures, and communication and leadership skills. The developmental focus should be based on gaining a broad range of pertinent HR or bandmaster management skills. Warrant officers should devote time to a professional reading program to broaden their multi-functional perspective of Large-Scale Operations. It is recommended that all CW2s earn, at a minimum, an associate degree before eligibility to CW3.

(8) Desired experience. WO1/CW2s must focus on expanding their experience and skills while seeking greater levels of responsibility to prepare for CW3 assignments.

c. CW3 (420A/420C) development.

(1) Adjutant General CW3 knowledge. Adjutant General CW3s possess the following required knowledge:

(a) Basic knowledge of Army Enterprise staff functions.

(b) Basic to intermediate knowledge of law, statutes, and policy that govern Army HR (NDAA).

(c) Advanced to expert knowledge of AG core competencies, S1/G1, SRC 12, and SRC 63 organizational responsibilities, depth and comprehension of HR enabling systems, Personnel Readiness Management (PRM), Personnel Information Management (PIM), Army Manning Guidance, Talent Management, and PRM data for HR Metrics, division and higher staff functions, operational level of war, Personnel Force Structure, and MDMP.

(2) Adjutant General CW3 skills. Adjutant General CW3s possess the following required skills:

(a) Advanced technical and tactical skills in the application of AG core competencies and critical tasks, HR enabling systems, MDMP, all HR doctrine and regulatory guidance as well as FM 3-0 and FM 4-0.

(b) Ability to perform at the tactical and operational levels.

(c) Interpersonal, logical, research, analytical, and cognitive skills.

(d) Proficient in oral and written communication and the facilitation of building relationships.

(e) Data Educated: Ability to understand, interpret, and communicate effectively with data.

(f) Data Comprehension: understand the nature and characteristics of data, including its types, formats, and sources.

(g) Data Visualization: Effectively communicate data-driven insights to others using clear and concise language.

(h) Communication Ability: Uses verbal and nonverbal means to maintain listener interest. Adjusts information sharing strategy based on operating conditions. Ensures prompt information dissemination to all levels. Avoids miscommunication through verifying a shared understanding.

(3) Adjutant General CW3 behaviors. Adjutant General CW3s possess the following required behaviors:

(a) Active Learning: Understands the implications of new information for both current and future problem-solving and decision-making.

(b) Active Listening: Carefully attends to and understands both the overt and implied meaning of oral communications from others by accurately perceiving the content, context, and tone of the speaker; not interrupting at inappropriate times.

(c) Adaptability: Modifies behavior or plans as necessary to reach goals. Can maintain effectiveness in varying environments with various tasks, responsibilities, or people.

(d) Advanced Computer Skills: Understands numerous computer operating systems and applications such as Unix, NT, and Army specific systems. Can perform routine troubleshooting.

- (e) Agreeableness: Tendency towards a general concern for social harmony and is connected to others.
- (f) Analytical Thinking: Analyzes information and applies general rules and logic to address work-related issues and problems.
- (g) Analyze Data or Information: Identifies underlying principles, relationships, general rules, reasons, or facts by breaking down information or data into separate parts.
- (h) Army Values: Models loyalty, duty, respect, selfless service, honor, integrity, and personal courage. Promotes the associated principles, standards, and qualities in others.
- (i) Assesses developmental needs of others: Determines strengths and weaknesses of subordinates under different conditions. Evaluates subordinates in a fair and consistent manner. Assesses tasks and subordinate motivation to consider ways to improve work assignments, cross-train on tasks, and accomplish missions. Designs ways to challenge subordinates to improve weaknesses and sustain strengths. Encourages subordinates to improve processes.
- (j) Attention Control: Ability to focus and control one's attention, process multiple sources of sensory information while avoiding distractions, and identify real and potential problems.
- (k) Basic Mathematics: Uses arithmetic (add, subtract, multiply, divide) and formulas to solve problems.
- (l) Budget & Finance: Knowledge of, and ability to, apply the basic principles, practices, and methods of financial management to set priorities and accomplish the goals of the organization.
- (m) Coaching: The guidance of another's person's development in new or existing skills during the practice of those skills.
- (n) Cognitive Flexibility: Considers new approaches to solving problems, creates new plans and ideas, and initiates and accepts change and innovation.
- (o) Communication Ability: Uses verbal and nonverbal means to maintain listener interest. Adjusts information sharing strategy based on operating conditions. Ensures prompt information dissemination to all levels. Avoids miscommunication through verifying a shared understanding.
- (p) Communicator: Precise, efficient, and compelling in both written and spoken word.
- (q) Conscientiousness: Tendency towards self-discipline and duty, strives to follow rules, do what is right, and thoroughly accomplish work goals.
- (r) Cooperation/Teamwork: Works collaboratively with others to solve problems and achieve group goals and objectives.
- (s) Creative Problem Solving: Develops and utilizes new or novel and useful methods and strategies to accomplish work or achieve goals in both unexpected, unique, or infrequent situations and in evolving and new work environments.
- (t) Creativity: Ability to produce ideas, plans, approaches and solutions to problems, and outcomes that are both original and useful or effective to accomplish work or achieve goals when established methods and procedures are inapplicable or ineffective.
- (u) Critical Thinking: Uses logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.
- (v) Cultural Awareness: Learning about and demonstrating acceptance and understanding of individuals from other cultural and social backgrounds, both in the context of the diversity of U.S. Army personnel and interactions with foreign nationals during deployments or when training for deployment.
- (w) Data Science: Uses data science tools and applications to collect, integrate, analyze, and interpret qualitative and quantitative data to support enterprise needs and military operations.
- (x) Decision Making: Makes decisions based on accurate and appropriate assessment of the costs/benefits and short- and long-term consequences of alternative actions and

solutions. Makes timely decisions with incomplete information, while refraining from making hasty decisions in the absence of necessary information.

(y) Detail-Focused & Precise: Attentive to detail and is thorough, accurate, and precise in completing a task.

(aa) Emotional Control: Acts rationally, displays a generally calm and even mood, maintains composure, and is not overly distraught by stressful situations.

(ab) Emotional Stability: Tendency towards being well-adjusted, in control of emotions, optimistic, even-tempered, resilient to challenges, and demonstrates self-control.

(ac) Extraversion: Tendency towards enjoying attention and interactions with others, and being part of a group.

(ad) General Cognitive Ability: Perceives, orders, and recalls information quickly and accurately to achieve situational understanding and insight.

(ae) General Communication: Ability to effectively communicate through written and spoken word as well as use verbal and nonverbal communication. Encourages conversation and verifies for understanding. Shows ability to learn a different language and recognizes cultural differences in communication.

(af) Innovative: Creative, inquisitive, and insightful. Easily identifies new solutions and catalyzes change.

(ag) Interests: Preferences for work environments and outcomes
Interpersonal Relationship Building: Develops and maintains effective working relationships with others. Understands how to leverage relationships to achieve objectives.

(ah) Interpersonal Tactful: Demonstrates proficient interaction with others. Effectively adjusts behaviors when interacting with others. Understands the character and motives of others and modifies personal behavior accordingly.

(ai) Investigative Interests: Interest in rational and systematic reasoning and working with facts, data, and abstract concepts.

(aj) IT Programs and Systems: Ability and knowledge of the tools, techniques, and necessary programming languages to develop, implement, innovate, and support IT-related projects and goals.

(ak) JIIM Perspective: Understands the motivations, methods, and perspectives of two or more agencies, components, organizations, or foreign partners within the context of accomplishing a task, mission, or common effort.

(al) Knowledge of Processes and Procedures: Employs appropriate technical procedures or organizational processes to accomplish tasks.

(am) Knowledge of System Inter-Relations: Capable of analyzing how goals and operations of own unit are interrelated with other units and systems. Can see the larger strategic picture and interpret how one's own unit relates to it.

Leadership: Influence people by providing purpose, direction, and motivation to accomplish the mission and improve the organization.

(an) Leads by Example: Serves as a decisive leader and positive role model who upholds standard and Army Ethics (legal and moral Army principles).

(ao) Learning Orientation: Seeks out learning opportunities, enjoys acquiring new knowledge and skills, and is comfortable applying new knowledge and skills on the job.

(ap) Management: Leads the work activities of a team to achieve goals within a specified time.

(aq) Math & Science: Proficiency in basic and advanced mathematics and scientific methods.

(ar) Mentoring: Mentors and coaches subordinates, subordinate leaders, and others. Uses experience and knowledge to improve future performance, individual understanding, and proficiency.

(as) Meta-Cognition: Awareness of one's own thinking and biases. Uses reflective thinking, prior experience, and organizes information to create knowledge for future application.

(at) Military-Specific: Exemplifies Army values, commitment to service, successfully performs duties, and models the actions and internal shared attitudes and beliefs that embody the Army profession.

(au) MOS/Branch-Specific Knowledge and Skill: Possesses the necessary technical knowledge and skill to perform MOS/branch-specific technical tasks. Stays informed of the latest developments in the field.

(av) Motivating Others: Generates support, involvement, energy, and enthusiasm for the mission among subordinates and others using appropriate influence techniques (e.g., inspiration, role modeling, collaboration, persuasion, mentoring, conflict management, etc.) given the mission, time, and conditions.

(aw) Motives: Individual preference or reason for initiating and maintaining goal-oriented behaviors.

(ax) Multi-Domain Collaboration: Synthesizes and applies knowledge from multiple disciplines into a coherent overarching perspective. Ability to collaborate across multiple interdisciplinary groups and contexts.

(ay) Openness to Experience: Tendency towards intellectual curiosity, adaptability, and willingness to try new things.

(az) Oral Communication: Speaks in a clear, organized, and logical manner. Communicates information and ideas or asks questions efficiently. Adapts communication to the situation; can be formal or informal.

(ba) Peer Leadership: Seeks positions of authority among peers. Comfortable with overseeing a group and accepts responsibility for the group's performance.

(bb) Perceptual Speed and Accuracy: Perceives objects quickly and accurately.

(bc) Problem Solving: Ability to identify and define simple and complex problems, troubleshoot errors, generate solutions, evaluate and select a solution, and implement and monitor the selected solution to obtain a preferred outcome.

(bd) Processes Information & Data: Compiles, codes, categorizes, calculates, tabulates, audits, or verifies information or data.

(be) Proficiency with Mission Systems: Uses weapons and mission information systems in training or operational contexts to acquire, synthesize, or use information/data to enable or support military operations.

(bf) Quantitative Reasoning: Uses induction or deduction in reasoning with quantitative concepts (e.g., numbers, mathematical relations). Is able to solve problems that involve mathematical concepts or numbers.

(bg) Reading Comprehension: Understands written sentences and paragraphs in instructions, operator's manuals, basic textbooks, letters of instructions, written orders, and job directives.

(bh) Reasoning: Uses logic, critical thinking, inductive and deductive reasoning to draw conclusions based upon analysis of information and understanding of underlying principles.

(bi) Situational Awareness:

(bj) Social Skills: Skills that are used to communicate and interact with each other, both verbally and non-verbally, through gestures, body language, and personal appearance.

(bk) Spatial Ability: Knows one's physical location about the environment or knows where other objects are about oneself. Also, the ability to identify and mentally manipulate the position or direction of objects or points in space.

(bl) Stress Tolerance: Capacity to maintain emotional control and composure under pressure.

(bm) Structured Problem Solving: Analyzes readily obtained information and evaluates results to select the best solution from a set of existing approaches to solve a problem.

(bn) Systems Thinking: Conceptualizes and understands relationships and arrangements within and between relevant components and structures.

(bo) Tactical/Technical Competence: Employs appropriate technical procedures or organizational processes to accomplish tasks. Possesses the necessary technical knowledge and skill to perform.

(bp) MOS/branch or functional area specific tasks: Applies knowledge of combined arms operations and sees how one's own unit relates to larger strategic picture and goals.

(bq) Task Planning & Management: Schedules activities to meet commitments in critical performance areas. Notifies peers and subordinates in advance of required support. Keeps track of task assignments and suspenses and attends to details. Adjusts assignments, if necessary. Assesses progress toward mission accomplishment, provides additional guidance, or resets the team as necessary.

(br) Team Building: Assembles a team of people that work together effectively. Identifies and effectively utilizes the appropriate mix of mission-relevant skills. Fosters group identity and cohesion by clearly communicating team goals and encouraging and rewarding cooperation among team members.

(bs) Team Planning: Organizes and orients team members to meet goals. Changes organization and focus of group to meet changing missions and conditions.

(bt) Teamwork: Individual skills to work effectively with others as part of a team resulting in a coordinated collective action to achieve a goal or to complete a task in the most effective and efficient way.

(bu) Technologically Adept: Learns how to use and apply advances in technologies or technological systems.

(bv) Technology Fluency: An understanding, ability, and interest in using various forms of technology, allowing one to easily learn, adapt, and apply both familiar and new technologies to solve problems or improve processes.

(bw) Training and Developing Others: Determines the training needs of individual subordinates, providing the appropriate level of instruction, guidance, and developmental opportunities. Uses counseling to provide personal and developmental feedback.

(bx) Written Communication: Communicates written information and ideas to others in a clear, accurate, concise, grammatically correct, and well-organized manner.

(4) Professional Military Education. 420A CW3s must complete WOILE no later than promotion to CW4.

(5) Key Developmental assignments. Corps G-1 HR Tech (Ops/PRM) and HRSC HR Tech are the number one priority developmental assignments for 420A CW3 and Direct Support Commander/Bandmaster Operating Force for 420C.

(a) Division G-1 HR Tech. (Position moves to a CW4 authorization upon implementation of the Division Headquarters Redesign FDU).

(b) Corps G-1 HR Tech (Ops/PRM).

(c) HHBN/STB/CAB HR Tech. (HHBN position moves to a CW3 authorization upon implementation of The Division Headquarters Redesign (FDU).

(d) HRSC Tech.

(e) Combined Arms Center.

(f) 420C - Commander/Bandmaster Operating Force (OF) MPU A4.

(6) Post-Priority Developmental Assignment (Broadening Assignments).

(a) IPPS-A HR Tech.

(b) Instructor / Writer AG School / HR Systems Integrator.

(c) Special Operations Assignment.

(d) NATO Brigade HR Tech.

(e) HRC EPMD HR Readiness.

(f) WOCC TAC Officer.

- (g) WO Recruiter, USAREC.
- (h) GOMO HR Tech
- (i) Any additional HR Tech position (code 420A).
- (j) Any branch immaterial assignment (to include JIIM opportunities).

(7) Broadening Opportunity. TWI, Broadening Seminars, and Degree Completion Program (DCP). TWI and Broadening Seminar opportunities are limited in number, scope, and require a post-utilization assignment to employ the skills learned during the broadening opportunity. DCP opportunities are dependent upon timing and strength of the force.

(8) Self-development. CW3s must exercise continuous self-development to fully master all aspects of operations to include functional HR and JIIM operations. Self-development may include correspondence courses, civilian education, and institutional training. Warrant officers should devote time to a professional reading program to broaden their multifunctional perspective of full spectrum operations. It is recommended that CW3s complete, at a minimum, a baccalaureate degree before eligibility for promotion to CW4. Pursue specialized programs such as TWI or ACS, certification in Professional Human Resources (PHR), and Senior Professional in Human Resources (SPHR).

(9) Desired experience. CW3s must focus on expanding the breadth and depth of their experience and skills while seeking broadening assignments to prepare for CW4 positions.

d. CW4 (420A/420C) development.

(1) Adjutant General CW4 knowledge. Adjutant General CW4s possess the following required knowledge.

- (a) Advanced knowledge of Corps and higher staff functions.
- (b) Intermediate knowledge of Army Enterprise staff functions.
- (c) Intermediate to expert knowledge of law, statutes, and policy that govern Army HR

(NDAA).

(d) Expert knowledge of the operational level of war, Personnel Force Structure, and MDMP.

(e) Expert to superior knowledge of AG core competencies, S1/G1, SRC 12, and SRC 63 organizational responsibilities, depth and comprehension of HR enabling systems, Personnel Readiness Management (PRM), Personnel Information Management (PIM), Army Manning Guidance, and Talent Management.

(2) Adjutant General CW4 skills. Adjutant General CW4s possess the following required skills: Expert technical and tactical skills in the application of AG core competencies and critical tasks, HR enabling systems, MDMP, all HR doctrine and regulatory guidance as well as FM 3-0 and FM 4-0. Ability to perform at the tactical, operational, and strategic levels.

- (a) Interpersonal, logical, research, analytical, and cognitive skills.
- (b) Advanced in oral and written communication and the facilitation of building and maintaining relationships.
- (c) Proficiency in advanced data manipulation, analysis, and visualization techniques.
- (d) Data Educated: Ability to understand, interpret, and communicate effectively with data.

(e) Data Comprehension: understand the nature and characteristics of data, including its types, formats, and sources.

(f) Data Visualization: Effectively communicate data-driven insights to others using clear and concise language.

(g) Data Analysis: Skilled in using analytical tools and techniques to explore and interpret data. They can apply statistical methods, data visualization, and other analytical approaches to derive insights and identify patterns or trends within the data.

(3) Adjutant General CW4 behaviors. Adjutant General CW4s possess the following required behaviors:

(a) Achievement Orientation: Sets high personal goals and standards, is musting to give one's best effort, works hard to achieve difficult objectives, is confident and resourceful in striving for accomplishment.

(b) Active Listening: Carefully attends to and understands both the overt and implied meaning of oral communications from others by accurately perceiving the content, context, and tone of the speaker; not interrupting at inappropriate times.

(c) Advanced Computer Skills: Understands numerous computer operating systems and applications such as Unix, NT, and Army specific systems. Can perform routine troubleshooting.

(d) Affiliation: Engages socially with others, participates in groups easily, and is seen by others as friendly and open, rather than shy and reserved.

(e) Agreeableness: Tendency towards a general concern for social harmony and is connected to others.

(f) Analytical Thinking: Analyzes information and applies general rules and logic to address work-related issues and problems.

(g) Analyze Data and Information: Identifies underlying principles, relationships, general rules, reasons, or facts by breaking down information or data into separate parts.

(h) Analyzes and Organizes Information to Create Knowledge: Reflects on prior learning; organizes insights for future application. Considers source, quality or relevance, and criticality of information to improve understanding. Identifies reliable resources for acquiring knowledge.

(i) Army Values: Models loyalty, duty, respect, selfless service, honor, integrity, and personal courage. Promotes the associated principles, standards, and qualities in others.

(j) Assesses developmental needs of others: Determines strengths and weaknesses of subordinates under different conditions. Evaluates subordinates and consistently. Assesses tasks and subordinate motivation to consider ways to improve work assignments, cross-train on tasks, and accomplish missions. Designs ways to challenge subordinates to improve weaknesses and sustain strengths. Encourages subordinates to improve processes.

(k) Attention Control: Ability to focus and control one's attention, process multiple sources of sensory information while avoiding distractions, and identify real and potential problems.

(l) Basic Mathematics: Uses arithmetic (add, subtract, multiply, divide) and formulas to solve problems.

(m) Budget & Finance: Knowledge of, and ability to, apply the basic principles, practices, and methods of financial management to set priorities and accomplish the goals of the organization.

(n) Coaching: The guidance of another person's development in new or existing skills during the practice of those skills.

(o) Communication Ability: Uses verbal and nonverbal means to maintain listener interest. Adjusts information sharing strategy based on operating conditions. Ensures prompt information dissemination to all levels. Avoids miscommunication through verifying a shared understanding.

(p) Communicator: Precise, efficient, and compelling in both written and spoken word.

(q) Conscientiousness: Tendency towards self-discipline and duty, strives to follow rules, do what is right, and thoroughly accomplish work goals.

(r) Consensus Building: Builds effective working relationships. Uses two-way, meaningful communication. Identifies individual and group interests. Identifies roles and resources. Generates and facilitates the generation of possible solutions. Applies fair standards to assess options.

(s) Cooperation/Teamwork: Works collaboratively with others to solve problems and achieve group goals and objectives.

(t) Creativity: Ability to produce ideas, plans, approaches and solutions to problems, and outcomes that are both original and useful or effective to accomplish work or achieve goals when established methods and procedures are inapplicable or ineffective.

(u) Critical Thinking: Uses logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions, or approaches to problems.

(v) Cultural Awareness: Learning about and demonstrating acceptance and understanding of individuals from other cultural and social backgrounds, both in the context of the diversity of U.S. Army personnel and interactions with foreign nationals during deployments or when training for deployment.

(w) Data Science: Uses data science tools and applications to collect, integrate, analyze, and interpret qualitative and quantitative data to support enterprise needs and military operations.

(x) Decision Making: Makes decisions based on accurate and appropriate assessment of the costs/benefits and short- and long-term consequences of alternative actions and solutions. Makes timely decisions with incomplete information, while refraining from making hasty decisions in the absence of necessary information.

(y) Detail-Focus and Precise: Attentive to detail and is thorough, accurate, and precise in completing a task.

(z) Emotional Control: Acts rationally, displays a generally calm and even mood, maintains composure, and is not overly distraught by stressful situations.

(aa) Emotional Stability: Tendency towards being well-adjusted, in control of emotions, optimistic, even-tempered, resilient to challenges, and demonstrates self-control.

(ab) Extraversion: Tendency towards enjoying attention and interactions with others, and being part of a group.

(ac) Fosters Teamwork, Cohesion, Cooperation, Loyalty, and Esprit de Corps: Encourages people to work together effectively. Promotes teamwork and team achievement to build trust. Draws attention to the consequences of poor coordination. Integrates new members into the unit quickly.

(ad) General Cognitive Ability: Perceives, orders, and recalls information quickly and accurately in order to achieve situational understanding and insight.

(ae) General Communication: Ability to effectively communicate through written and spoken word as well as use verbal and nonverbal communication. Encourages conversation and verifies understanding. Shows ability to learn a different language and recognizes cultural differences in communication.

(af) Improves Unit Performance: Employs learning strategies to improve unit performance. Uses assessment techniques and evaluation tools (such as after-action reviews) to identify lessons learned and facilitate consistent improvement. Determines the appropriate setting and timing for feedback.

(ag) Intellectual Efficiency: Scholarly and academically oriented; described by others as knowledgeable, astute, and intellectual; processes information quickly.

(ah) Interest in Leadership: Interest in leading individuals and teams.

(ai) Interests: Preferences for work environments and outcomes

(aj) Interpersonal Relationship Building: Develops and maintains effective working relationships with others. Understands how to leverage relationships to achieve objectives.

(ak) IT Programs and Systems: Ability and knowledge of the tools, techniques, and necessary programming languages to develop, implement, innovate, and support IT-related projects and goals.

(al) JIIM Perspective: Understands the motivations, methods, and perspectives of two or more agencies, components, organizations, or foreign partners within the context of accomplishing a task, mission, or common effort.

(am) Knowledge Management: Applies controls to the flow of digital information. Uses

knowledge management systems to sort, classify, combine, exclude, and present information so that it is useable by others.

(an) Knowledge of Combined Arms Operations: Applies and effectively integrates multiple Warfighting functions such as direct and indirect fires, communications, intelligence, and combat service support.

(ao) Knowledge of Processes and Procedures: Employs appropriate technical procedures or organizational processes to accomplish tasks.

(ap) Knowledge of System Inter-Relations: Capable of analyzing how goals and operations of own unit are inter-related with other units and systems. Can see the larger strategic picture and interpret how one's unit relates to it.

(aq) Leads by Example: Serves as a decisive leader and positive role model who upholds standard and Army Ethic (legal and moral Army principles).

(ar) Leadership: Influence people by providing purpose, direction, and motivation to accomplish the mission and improve the organization.

(as) Listening:

(at) Maintains Relevant Geopolitical Awareness: Learns about relevant societies experiencing unrest. Recognizes Army influences on unified action partners and enemies. Understands the factors influencing conflict and peacebuilding, peace enforcement, peacekeeping, peacemaking, and peace operations.

(au) Management: Leads the work activities of a team to achieve goals within a specified time.

(av) Math and Science: Proficiency in basic and advanced mathematics and scientific methods.

(aw) Mental Agility: Flexibility of mind; the ability to break habitual thought patterns. Anticipate or adapt to uncertain or changing situations; to think through outcomes when current decisions or actions are not producing desired effects. Ability to apply multiple perspectives and approaches.

(ax) Mentoring: Mentors and coaches subordinates, subordinate leaders, and others. Uses experience and knowledge to improve future performance, individual understanding, and proficiency.

(ay) Meta-Cognition: Awareness of one's own thinking and biases. Uses reflective thinking,

(ba) Prior experience and organizes information to create knowledge for future application.

(bb) Military-Specific: Exemplifies Army values, and commitment to service, successfully performs duties, and models the actions and internal shared attitudes and beliefs that embody the Army profession.

(bc) MOS/Branch-Specific Knowledge and Skill: Possesses the necessary technical knowledge and skill to perform MOS/branch-specific technical tasks. Stays informed of the latest developments in field.

(bd) Motivating Others: Generates support, involvement, energy, and enthusiasm for the mission among subordinates and others using appropriate influence techniques (e.g., inspiration, role modeling, collaboration, persuasion, mentoring, conflict management, etc.) given the mission, time, and conditions.

(be) Motives: Individual preference or reason for initiating and maintaining goal-oriented behaviors.

(bf) Multi-Domain Collaboration: Synthesizes and applies knowledge from multiple disciplines into a coherent overarching perspective. Ability to collaborate across multiple interdisciplinary groups and contexts.

(bg) Openness to Experience: Tendency towards intellectual curiosity, adaptability, and willingness to try new things.

(bh) Oral Communication: Speaks in a clear, organized, and logical manner. Communicates information or asks questions efficiently and understandably. Adapts communication styles to different situations. Uses nonverbal gestures to supplement and reinforce spoken messages.

(bi) Perceptive: Effectively discerns the deeper meaning or significance of one's observations (e.g., events, people, and communication).

(bj) Perceptual Speed and Accuracy: Perceives objects quickly and accurately.

(bk) Performance Management: Oversees, monitors, and facilitates the work performance of subordinates. Ensures they meet organizational standards, provides feedback, recognizes and rewards good performance, and works to improve performance.

(bl) Problem Solving: Ability to identify and define simple and complex problems, troubleshoot errors, generate solutions, evaluate, and select a solution, and implement and monitor the selected solution to obtain a preferred outcome.

(bm) Process Information and Data: Perceives objects quickly and accurately.

(bn) Proficiency with Mission Systems: Uses weapons and mission information systems in training or operational contexts to acquire, synthesize, or use information/data to enable or support military operations.

(bo) Project Manager: Able to determine requirements, develop work processes, delegate responsibilities, and lead teams to desired outcomes.

(bp) Providing Feedback: Gives accurate and timely feedback. Uses feedback and counseling to modify duties, tasks, procedures, requirements, and goals.

(bq) Quantitative Reasoning: Uses induction or deduction in reasoning with quantitative concepts (e.g., numbers, mathematical relations). Is able to solve problems that involve mathematical concepts or numbers.

(br) Reading Comprehension: Understands written sentences and paragraphs in instructions, operator's manuals, basic textbooks, letters of instructions, written orders, and job directives.

(bs) Reasoning: Uses logic, critical thinking, inductive and deductive reasoning to draw conclusions based upon analysis of information and understanding of underlying principles.

(bt) Reflective Thinking: Regularly and actively reflects on the connections between new information and existing knowledge.

(bu) Situational Awareness: Perceives what is happening in the immediate environment and is rarely surprised. Rapidly understands how information, events, and actions must impact current and near-term goals and objectives.

(bv) Social Skills: Skills that are used to communicate and interact with each other, both verbally and non-verbally, through gestures, body language, and personal appearance.

(bw) Sound Judgement: Capacity to assess situations shrewdly and draw sound conclusions. Tendency to form sound opinions, make sensible decisions, and reliable guesses. Ability to assess strengths and weaknesses of subordinates, peers, and enemies to create appropriate solutions and action.

(bx) Spatial Ability: Knows one's physical location in relation to the environment or knows where other objects are about oneself. Also, the ability to identify and mentally manipulate the position or direction of objects or points in space.

(by) Stress Tolerance: Capacity to maintain emotional control and composure under pressure.

(ca) Structured Problem Solving: Analyzes readily obtained information and evaluates results to select the best solution from a set of existing approaches to solve a problem.

(cb) Sustains a Climate of Trust: Assesses factors or conditions that promote or hinder trust. Keeps people informed of goals, actions, and results. Follows through on actions related to the expectations of others. Is firm, fair, and respectful to gain trust.

(cc) Sustains Climate & Morale: Supports a climate of trust, high morale, consideration of the welfare of followers, demonstrates perseverance and courage to followers in the face of adversity, and shows commitment to organizational missions and values.

(cd) Systems Thinking: Conceptualizes and understands relationships and arrangements within and between relevant components and structures.

(ce) Tactical/Technical Competence: Employs appropriate technical procedures or Organizational processes to accomplish tasks. Possesses necessary technical knowledge and skill to perform MOS/branch or functional area specific tasks. Applies knowledge of combined arms operations and sees how one's own unit relates to larger strategic picture and goals.

(cf) Team Building: Assembles a team of people that work together effectively. Identifies and effectively utilizes the appropriate mix of mission-relevant skills. Fosters group identity and cohesion by clearly communicating team goals and encouraging and rewarding cooperation among team members.

(cg) Teamwork: Individual skills to work effectively with others as part of a team resulting in a coordinated collective action to achieve a goal or to complete a task in the most effective and efficient way.

(ch) Technology Fluency: An understanding, ability, and interest in using various forms of technology, allowing one to easily learn, adapt, and apply both familiar and new technologies to solve problems or improve processes.

(ci) Training & Developing Others: Determines the training needs of individual subordinates, providing the appropriate level of instruction, guidance, and developmental opportunities. Uses counseling to provide personal and developmental feedback.

(cj) Unstructured Problem Solving: Identifies complex problems, gathers related information, evaluates information relevance, evaluates the credibility of alternative information sources, and generates alternative solutions.

(ck) Warrior Ethos/Service Ethos: Internal shared attitudes and beliefs that embody the spirit of the Army profession for Soldiers and Army Civilians alike.

(cl) Written Communication: Communicates written information and ideas to others in a clear, accurate, concise, grammatically correct, and well-organized manner.

(4) Professional Military Education. CW4s should complete the Warrant Officer Senior Service Education (WOSSE) no later than promotion to CW5 and is required prior to consideration for Nominative assignments.

(5) Key Developmental assignments. Division G-1 Senior HR Tech is the number one priority developmental assignment for 420A CW4 and Direct Support OF/GF at the Corps/ASCC level for 420C.

(a) Division G-1 SR HR Tech. (Position becomes a CW4 authorization upon implementation of the Division Headquarters Redesign FDU)

(b) ACOM/ASCC Staff.

(c) HRSC Tech.

(d) FORSCOM Strength Manager.

(e) 420C-Commander/Bandmaster.

(6) Post-Priority Developmental Assignment (Broadening Assignments).

- (a) WO Branch Manager.
- (b) AG WO Proponent.
- (c) Special Operations HR Tech.
- (d) Writer / Developer AG School.
- (e) Army Office Congressional Legislative Liaison (OCLL)
- (f) GOMO HR Tech.
- (g) WO Recruiter, USAREC.
- (h) Army G3/5/7 HR Tech.
- (i) WO Advisor/Assistant XO-4 Star /AXO, SACEUR.
- (j) Inspector General.
- (k) WOCC SGL.
- (l) HRC, Deputy Chief Awards and Decorations.
- (m) CJCS Secretary, Joint Staff HR Tech. (New billet OCSA ECC)
- (n) White House Communications Agency HR Tech.
- (o) NATO Allied Command Transformation HR Tech.
- (p) COCOM HR Tech.
- (q) GO Executive Officer.
- (r) WOCC Chief of Communications Education Department.
- (s) AVNCOE HR Tech.
- (t) Any additional HR Tech coded positions (420A).
- (u) Any branch immaterial assignment (to include JIIM opportunities).
- (aa) 420C – Commander/Bandmaster OF/GF MPU A4/A5.
- (ab) 420C – Commander, Old Guard Fife and Drum Corps.
- (7) Broadening Opportunity. TWI, Broadening Seminars, and DCP.
- (8) Self-development. CW4s should enhance their knowledge base by obtaining

assignment Oriented training as required by their duty positions. Warrant officers should devote time to a professional reading program to broaden their multi-functional perspective of full spectrum operations. It is recommended that CW4s begin to work on graduate studies and professional certification/credentialing before eligibility for CW5.

(9) Desired experience. CW4s should focus on expanding their operational and strategic experience and skills while seeking greater levels of responsibility for promotion to CW5. Experience should focus on organizational leadership with an increased strategic perspective for CW5 assignments. As a Senior HR Technician or Bandmaster, they must mentor, coach, develop, and teach other Adjutant General Branch professionals, ensuring relevant and reliable HR support is provided to Soldiers and commanders.

e. CW5 (420A/420C) development.

(1) Adjutant General CW5 knowledge. Adjutant General CW5s possess the following required knowledge:

(a) Expert knowledge of Army HR law, statutes, policy (NDAA), Army Manning Guidance, of strategic level of war, Personnel Force Structure, and MDMP.

(b) Master level knowledge of Army Enterprise staff functions, AG core competencies, how the Army runs, Army Human Resources Command, and Army G1 organizational responsibilities.

(c) Adjutant General CW5 skills. Adjutant General CW5s possess the following required skills:

(d) Mastery of skill in the application of AG core competencies, how the Army runs, and understanding of HR laws, policies, and directives.

(e) Ability to perform at the operational and strategic levels.

(f) Interpersonal, logical, research, analytical, and cognitive skills.

- (g) Proficient in oral and written communication and the facilitation of building relationships.
 - (h) Proficiency in advanced data manipulation, analysis, and visualization techniques.
 - (i) Data Educated: Ability to understand, interpret, and communicate effectively with data.
 - (j) Data Comprehension: understand the nature and characteristics of data, including its types, formats, and sources.
 - (k) Data Visualization: Effectively communicate data-driven insights to others using clear and concise language.
 - (l) Data Analysis: Skilled in using analytical tools and techniques to explore and interpret data. They Can apply statistical methods, data visualization, and other analytical approaches to derive insights and identify patterns or trends within the data.
- (3) Adjutant General CW5 behaviors. Adjutant General CW5s possess the following required behaviors:
- (a) Active Listening: Carefully attends to and understands both the overt and implied meaning of oral communications from others by accurately perceiving the content, context, and tone of the speaker; not interrupting at inappropriate times.
 - (b) Agreeableness: Tendency towards a general concern for social harmony and is ~~connected~~ connection to others.
 - (c) Analyze Data or Information: Identifies underlying principles, relationships, general rules, reasons, or facts by breaking down information or data into separate parts.
 - (d) Analyzes & Organizes Information to Create Knowledge: Reflects on prior learning; organizes insights for future application. Considers source, quality or relevance, and criticality of information to improve understanding. Identifies reliable resources for acquiring knowledge.
 - (e) Army Values: Models loyalty, duty, respect, selfless service, honor, integrity, and personal courage. Promotes the associated principles, standards, and qualities in others.
 - (f) Attention Control: Ability to focus and control one's attention, process multiple sources of sensory information while avoiding distractions, and identify real and potential problems.
 - (g) Basic Computer Skills: Uses personal computers and office software programs to create documents, spreadsheets, and presentations. Creates and maintains computer files. Locates and uses information on the Internet and uses other Internet functions including e-mail.
 - (h) Basic Mathematics: Uses arithmetic (add, subtract, multiply, divide) and formulas to solve problems.
 - (i) Budget & Finance: Knowledge of, and ability to, apply the basic principles, practices, and methods of financial management to set priorities and accomplish the goals of the organization.
 - (j) Communication Ability: Uses verbal and nonverbal means to maintain listener interest. Adjusts information sharing strategy based on operating conditions. Ensures prompt information dissemination to all levels. Avoids miscommunication through verifying a shared understanding.
 - (k) Communicator: Precise, efficient, and compelling in both written and spoken word.
 - (l) Conscientiousness: Tendency towards self-discipline and duty, strives to follow rules, do What is right, and thoroughly accomplish work goals.
 - (m) Cooperation/ Teamwork: Works collaboratively with others to solve problems and achieve group goals and objectives.
 - (o) Creativity: Ability to produce ideas, plans, approaches, and solutions to problems, and outcomes that are both original and useful or effective to accomplish work or achieve goals when established methods and procedures are inapplicable or ineffective.

(p) Critical Thinking: Uses logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions, or approaches to problems.

(q) Cultural Awareness: Learning about and demonstrating acceptance and understanding of individuals from other cultural and social backgrounds, both in the context of the diversity of U.S. Army personnel and interactions with foreign nationals during deployments or when training for deployment.

(r) Data Science: Uses data science tools and applications to collect, integrate, analyze, and interpret qualitative and quantitative data to support enterprise needs and military operations.

(s) Decision Making: Makes decisions based on accurate and appropriate assessment of the costs/benefits and short- and long-term consequences of alternative actions and solutions. Makes timely decisions with incomplete information, while refraining from making hasty decisions in the absence of necessary information.

(t) Detailed Focused and Precise: Attentive to detail and is thorough, accurate, and precise in completing a task.

(u) Emotional Control: Acts rationally, displays a generally calm and even mood, maintains composure, and is not overly distraught by stressful situations.

(v) Extroversion: Tendency towards enjoying attention and interactions with others and being part of a group.

(w) General Cognitive Ability: Perceives, orders, and recalls information quickly and accurately to achieve situational understanding and insight.

(x) General Communication: Ability to effectively communicate through written and spoken word as well as use verbal and nonverbal communication. Encourages conversation and verifies for understanding. Shows ability to learn a different language and recognizes cultural differences in communication.

(y) Knowledge of Combined Arms Operations: Applies and effectively integrates multiple warfighting functions such as direct and indirect fires, communications, intelligence, and combat service support.

(z) Knowledge of Processes and Procedures:

(aa) Knowledge of System Inter-Relations: Capable of analyzing how goals and operations of own unit are interrelated with other units and systems. Can see the larger strategic picture and interpret how one's unit relates to it.

(ab) Leadership: Influence people by providing purpose, direction, and motivation to accomplish the mission and improve the organization.

(ac) Leads by Example: Serves as a decisive leader and positive role model who upholds standards and Army Ethics (legal and moral Army principles).

(ad) Maintains Relevant Geopolitical Awareness: Learns about relevant societies experiencing unrest. Recognizes Army influences on unified action partners and enemies. Understands the factors influencing conflict and peacebuilding, peace enforcement, peacekeeping, peacemaking, and peace operations.

(ae) Math and Science: Proficiency in basic and advanced mathematics and scientific methods.

(af) Meta-Cognition: Awareness of one's thinking and biases. Uses reflective thinking, and prior experience, and organizes information to create knowledge for future application.

(ag) Military-Specific: Exemplifies Army values, commitment to service, successfully performs duties, and models the actions and internal shared attitudes and beliefs that embody the Army profession.

(ah) MOS/Branch Specific Knowledge & Skill: Possesses the necessary technical knowledge and skill to perform MOS/branch-specific technical tasks. Stays informed of the latest developments in field.

(ai) Motives: Individual preference or reason for initiating and maintaining goal-oriented behaviors.

(aj) Multi-Domain Collaboration: Synthesizes and applies knowledge from multiple disciplines into a coherent overarching perspective. Ability to collaborate across multiple interdisciplinary groups and contexts.

(ak) Openness to Experience: Tendency towards intellectual curiosity, adaptability, and willingness to try new things.

(al) Oral Communication: Speaks in a clear, organized, and logical manner. Communicates information or asks questions efficiently and understandably. Adapts communication styles to different situations. Uses nonverbal gestures to supplement and reinforce spoken messages.

(am) Perceptual Speed and Accuracy: Perceives objects quickly and accurately.

(an) Performance Management: Oversees, monitors, and facilitates work performance of subordinates. Ensures they meet organizational standards, provide feedback, recognize, and reward good performance, and work to improve performance.

(ao) Problem Solving: Ability to identify and define simple and complex problems, troubleshoot errors, generate solutions, evaluate and select a solution, and implement and monitor the selected solution to obtain a preferred outcome.

(ap) Processing Information and Data: Compiles, codes, categorizes, calculates, tabulates, audits, or verifies information or data.

(aq) Proficiency with Mission Systems: Uses weapons and mission information systems in training or operational contexts to acquire, synthesize, or use information/data to enable or support military operations.

(ar) Providing Feedback: Gives accurate and timely feedback. Uses feedback and counseling to modify duties, tasks, procedures, requirements, and goals.

(as) Quantitative Reasoning: Uses induction or deduction in reasoning with quantitative concepts (e.g., numbers, mathematical relations). Can solve problems that involve mathematical concepts or numbers.

(at) Reading Comprehension: Understands written sentences and paragraphs in instructions, operator's manuals, basic textbooks, letters of instructions, written orders, and job directives.

(au) Reasoning: Uses logic, critical thinking, inductive and deductive reasoning to draw conclusions based upon analysis of information and understanding of underlying principles.

(av) Reflective Thinking: Regularly and actively reflects on the connections between new information and existing knowledge.

(aw) Self-Management: Effectively manages the full range of one's work and nonwork responsibilities (e.g., setting and prioritizing goals, allocating effort and personal resources, and assessing own performance).

(ax) Situational Awareness: Perceives what is happening in the immediate environment and is rarely surprised. Rapidly understands how information, events, and actions must impact current and near-term goals and objectives.

(ay) Sound Judgement: Capacity to assess situations shrewdly and draw sound conclusions. Tendency to form sound opinions, make sensible decisions and reliable guesses.

Ability to assess strengths and weaknesses of subordinates, peers, and ~~enemy~~ enemies to create appropriate solutions and action.

(ba) Spatial Ability: Knows one's physical location about the environment or knows Where other objects are about oneself. Also, the ability to identify and mentally manipulate the position or direction of objects or points in space.

(bb) Stress Tolerance: Capacity to maintain emotional control and composure under pressure.

(bc) Structured Problem Solving: Analyzes readily obtained information and evaluates results to select the best solution from a set of existing approaches to solve a problem.

(bd) Systems Thinking: Conceptualizes and understands relationships and arrangements within and between relevant components and structures.

(be) Sustains a Climate of Trust: Assesses factors or conditions that promote or hinder trust. Keeps people informed of goals, actions, and results. Follows through on actions related to the expectations of others. Is firm, fair, and respectful to gain trust.

(bf) Sustains Climate & Morale: Supports a climate of trust, high morale, consideration of the welfare of followers, demonstrates perseverance and courage to followers in the face of adversity, and shows commitment to organizational missions and values.

(bg) Tactical/Technical Competence: Employs appropriate technical procedures or Organizational processes to accomplish tasks. Possesses necessary technical knowledge and skill to perform MOS/branch or functional area specific tasks. Applies knowledge of combined arms operations and sees how one's ~~own~~ unit relates to the larger strategic picture and goals.

(bh) Teamwork: Individual skills to work effectively with others as part of a team resulting in a coordinated collective action to achieve a goal or to complete a task most effectively and efficiently.

(bi) Technology Fluency: An understanding, ability, and interest in using various forms of technology, allowing one to easily learn, adapt, and apply both familiar and new technologies to solve problems or improve processes.

(bj) Working with the Public: Works with or among (non-government) U.S. civilians or civilian organizations as part of one's work.

(bk) Written Communication: Communicates written information and ideas to others in a clear, accurate, concise, grammatically correct, and well-organized manner.

(4) Professional Military Education. All Capstone assignments require WOSSE completion.

(5) Assignments must be considered in successive tiers for development for all 420A CW5s.

(a) Tier 1 (CW5 Assignment)

(b) Corps G-1 Staff Senior HR Tech.

(c) ASCC G-1 Staff Senior HR Tech.

(d) HQDA G-1 (DMPM).

(e) HRC G-1 Senior HR Tech.

(f) 420C – Deputy Director of Training/ Senior Instructor, USASOM

(f) Tier 2 (Nominative CW5 Assignment).

(g) FORSCOM G-1 Senior HR Tech.

(h) HRC WO Advisor (TAG).

(i) CWO of the Adjutant General Corps.

(j) WO Advisor/Assistant XO, VCSA.

(k) WO Advisor/Assistant XO, CSA.

(l) WO Advisor/Assistant XO, Sec Army.

(m) 420C – Chief, Army Music Proponency.

(n) 011A – Immaterial Assignments.

(o) Any branch immaterial assignment (to include JIIM opportunities).

(6) Self-development. CW5s should enhance their knowledge base by obtaining assignment-oriented training as required by their duty positions. Warrant officers should devote time to a professional reading program to broaden their multi-functional perspective of full spectrum operations. CW5s should complete graduate studies and professional certification.

(7) Desired experience. CW5s must focus on gaining experience which must supplement assignments at the JIIM levels. CW5s should be versatile, experienced, strategic leaders and creative thinkers. The sum of their skills, assignments, experience, and development should have prepared them for nominative and other strategic level positions. As a Senior HR Technician or Bandmaster, they must mentor, coach, develop, and teach other Adjutant General Branch professionals, ensuring relevant and reliable HR support is provided to Soldiers and commanders.

5. Adjutant General Reserve Component Officers

All the preceding information applies equally to the RC, ARNG and USAR with the following listed exceptions. For additional guidance on RC officer development see Chapter 10 of DA PAM 600-3. Active Guard Reserve (AGR) officers serve a unique function with the RC and consideration should be made to place the best-qualified officers in these critical positions. While many organizations and force structures must place a TPU or M-day officer in the primary position, AGR commissioned or warrant officers serving in a CMF coded 42 deputy role or other primary staff advisory positions should be considered to have fulfilled the same KD requirement in their career development. All USAR/ARNG 42B and 42H (2LT–COL) must complete all training requirements in accordance with ARNG/USAR policy and regulations in addition to the same requirements listed in paragraph 26. For Key Developmental and Broadening Assignments for RC officers, refer to the Talent Development Models listed below.

a. *Lieutenant development.* BOLC is the starting point for newly accessed Adjutant General Officers. RC officers must complete resident BOLC by the second year of service. RC officers should follow the same guidance listed in paragraph 26(a).

b. *Captain development.* HR officers must complete the resident AGCCC, or the four-phase RC-CCC. The RC course includes two phases of nonresident instruction and two active duty training phases at the Adjutant General School. Officers who have completed a non-AG Officer Advanced Course/CCC must still complete AGCCC (RC) or the HRMQC to satisfy AOC 42B position requirements. RC officers should follow the same guidance listed in paragraph 26(b).

c. *Major development.* Officers should enroll in and complete ILE education (officers must complete the common core curriculum for promotion to lieutenant colonel). Officers who have completed a non-AG Officer Advanced Course/CCC must complete HRMQC to satisfy AOC 42H requirements. RC officers should follow the same guidance listed in paragraph 26(c).

d. *Lieutenant colonel development.* Officers must complete ILE Common Core, should complete ILE, and seek PME at the SSC level. Officers who have completed a non-AG Officer Advanced Course/CCC must complete HRMQC to satisfy AOC 42H requirements. RC officers should follow the same guidance listed in paragraph 26 (d).

e. *Colonel development.* Completion of ILE plus the advanced operations course is a requirement for consideration for promotion to colonel and SSC. Officers who have completed a non-AG Officer Advanced Course/CCC must complete HRMQC to satisfy AOC 42H requirements. RC officers should follow the same guidance listed in paragraph 26 (e).

f. *WO1/CW2 (420A/420C) development.* All USAR/ARNG 420A and 420C (WO1–CW5) must complete all training requirements in accordance with their respective component's policies and regulations, including professional military education requirements. For additional Warrant Officer Development requirements (i.e., Knowledge, Skills, and Behaviors (KSBs)), refer to paragraph 27 above. For Key Developmental and Broadening Assignments, refer to the Talent Development Models listed below.

g. *WO1/CW2 (420A/420C) development.* The following are RC specific developmental assignments:

- (1) HR Company Staff
- (2) BCT/BDE HR Staff
- (3) PA/PRM/PIM Chief
- (4) HROB Tech
- (5) Commander
- (6) 420C – Commander/Bandmaster
- (7) 420C – Band Executive Officer
- (8) Any additional HR Tech position (coded 420A)
- (a) Post-Key Developmental Assignments (Broadening/Nominative Assignments)

- (1) SLDO HR Tech
- (2) Postal Platoon Leader
- (3) USAR Legislative Liaison
- (4) IPPS-A Development Team
- (b) Any branch immaterial position (coded 011A)

h. CW3 (420A/420C) development. The following are RC specific developmental assignments:

- (1) HR Company Staff
- (2) STB HR Tech
- (3) HR Plans and Ops
- (4) DIV Staff
- (5) 420C – Commander/Bandmaster
- (6) 420C – Regional Staff Band Officer
- (7) Any additional HR Tech position (coded 420A)
- (a) Post-Key Developmental Assignments ((Broadening/Nominative Assignments)

- (1) SLDO HR Tech
- (2) TAC Officer – RTI/WOCC
- (3) Warrant Officer Recruiter
- (4) Warrant Officer Management Officer - ARCG
- (5) Postal PLOPS
- (6) Force Integration Officer
- (7) IPPS-A Development Team
- (b) Any branch immaterial position (coded 011A)

i. CW4 (420A/420C) development. The following are RC specific developmental assignments:

- (1) DIV/RD/RSG Staff
- (2) USARC HR Tech
- (3) HRSC Staff Warrant
- (4) HR Staff Officer/Theater Personnel Command
- (5) Geographic/Functional Command (GFC) HR Tech
- (6) HR Plans and Ops
- (7) Joint/Combined Staff
- (8) Corp Staff
- (9) 420C – Commander/Bandmaster
- (10) 420C – Regional Staff Band Officer
- (a) Post-Key Developmental Assignments ((Broadening/Nominative Assignments)

- (1) OCAR HR Tech
- (2) Special Assignment
- (3) Doctrine Writer
- (4) Concept and Doctrine Officer
- (5) Career Manager - HRC
- (6) WO Management Officer - ARCG
- (7) HRO - HRC
- (8) Military Mail Terminal Tech
- (9) ACOM/ASCC/DRU Staff
- (b) Any branch immaterial position (coded 011A)

j. CW5 (420A/420C) development. The following are RC specific developmental assignments.

- (1) DIV/RD Sr HR Tech
- (2) ARCOM Staff
- (3) OCAR/USARC Sr HR Tech

- (4) Personnel Staff Officer
- (5) Chief, Officer Management Division
- (6) Geographic/Functional Command (GFC) Sr HR Tech
- (7) ACOM/ASCC/DRU Staff HRSC Plans and Ops
- (8) Joint/Combined Staff
- (9) 420C - USAR Staff Band Officer
- (a) Post-Key Developmental Assignments ((Broadening/Nominative Assignments)
 - (1) G-1 Policy Integrator
 - (2) USAR WO Advisor (SSI)
 - (3) Dep Commandant – WOCC
 - (4) USAR SSGL -WOCC
 - (5) Officer Accessions Manager – ARC
 - (6) HRO - SLDO
 - (7) Force Integration Readiness Officer
 - (8) CCWO
- (b) Any branch immaterial position (coded 011A)