

**1. Adjutant General Introduction**

*a. Purpose.* The purpose of the Adjutant General Branch is to provide human resources (HR), and music support to commanders at all echelons. This support enhances the readiness and operational capabilities of the total force and ensures success across the multiple domains of military operations. The Adjutant General Branch is an accession branch aligned with the force sustainment functional category. Adjutant General officers manage functions across the HR life cycle, including personnel procurement, training, professional development, distribution, sustainment, retirement, and separation helping to ensure a high-quality force. Army Band officers lead bands in missions that provide music, support unified land operations, instill in our forces the will to fight and win, foster support from 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 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 Proponent and Leader Development Division can be reached at [usarmy.jackson.ssi.list.ag-proponency@army.mil](mailto:usarmy.jackson.ssi.list.ag-proponency@army.mil).

*c. Areas of concentration.* Duty positions associated in the Adjutant General Branch require thoroughly trained and properly developed officers to provide the knowledge of military HR operation 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 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 two fundamental core competencies and key subordinate functions as outlined in FM 4-1. 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 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 commissioned officers are detailed to another branch during their time as lieutenants and then redesignated as Adjutant General officers upon their branch detail

expiration date, which typically coincides with promotion to captain. Branch detail officers attend the Adjutant General Captain's Career Course (AGCCC) once their 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 (having 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 command Billets. MILPER messages govern the execution and other specific eligibility criteria of the VTIP.

## **2. Adjutant General Officer Characteristics**

*a. Characteristics required of all Adjutant General Officers.* The Adjutant General's Corps values its officers. Leaders must be grounded in the Army Values and Warrior Ethos, skilled in their core competencies, and able to operate across multiple domains of conflict. Adjutant General officers manage the Army's most important resource—its people. Therefore, they must possess the necessary technical and operational expertise to advise commanders on the human dimension of readiness. They must also 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 to manage requirements, prepare for near-term objectives, and forecast future needs. Furthermore, they must be able to operate in JIIM environments and leverage capabilities beyond the Army, to achieve objectives. Officers must embrace the role of the Adjutant as the commander's trusted agent, be culturally astute, and use awareness, understanding, and innovation to support operations. Further explanation of these characteristics can be referenced in ADP 6-22 and 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 word. 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 develop and maintain effective working relationship with others. They must understand how to leverage these relationships to achieve objectives. Adjutant General Officers support many types of units and communities and must quickly and effectively establish relations with outside organizations. Increasingly, these organizations exist outside of familiar chains of command, and Adjutant General Officers must be able to establish trust, exchange communications and 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 analyzes information and applies general rules and logic to address work-related issues and 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 will 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 the requisite baseline Adjutant General knowledge, skills, and behaviors. The focus for Adjutant General lieutenants 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:(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 and 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 4-1.1, FMs (4-1 / 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.

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

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 (4-1/3-0/4-0/6-0/6-22/7-0).

(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) Education. Adjutant General lieutenants will 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 will attend Army Band BOLC. Army Band lieutenants are prepared for assignment as Executive Officer of an Army band. Assignment oriented training will be synchronized to minimize the delay between courses and get the lieutenant to the unit of assignment in the shortest time possible.

(a) CD Assignments First 18-48 months(a) Battalion S-1.

(b) Platoon Leader in a Human Resources Company.

(c) Company Executive Officer.

(d) Brigade Strength Manager.

(e) 42C – Executive Officer, GS OF Army Band.

(f) 42C – Associate Bandmaster, Special Band.

(9) Other Training Opportunities.

(a) IPPS-A Functional Courses

(b) Data Managers Course

(c) Coaching

(d) Postal Supervisor

(e) Army Force Management

(10) 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 necessary 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 gaining experience in other duty positions after successfully serving in a CD assignment. The CSA's Professional Reading List for Company Grade Officers is an excellent source of information to assist lieutenants in self-development.

(11) 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 into effective Battalion S-1s. Following a Battalion S-1 assignment, Adjutant General officers continue their development by successfully completing one or more command or staff assignments in the total force, with the goal of increasing exposure and experience at multiple echelons and within various unit types, as well as enhancing 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 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 4-1.1, FMs (4-1/3-0/4-0/6-0/6-22/7-0) 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) 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 will 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 forementioned.

(b) Captains on assignment to a 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.

(4) Career Developmental Assignments. Captains must serve as a Battalion or Brigade S-1 or Company Commander, for a target of 18-24 rated months, with 18 rated months being the minimum requirement. A captain who has successfully completed a target of 18-24 rated months as an S-1, or 18-24 rated months or a combination of 2 of the position below, will have completed this CD assignment requirement. This CD assignment requirement can be applied before or after completing the AGCCC, provided the officer held the grade of captain during the evaluations. Once S-1 or command time is complete, AG captains will 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) ASCC G-1 Strength Manager.

(e) 42C - Associate Bandmaster, Special Band.

(f) 42C - Commander, GS OF Band (CONUS).

(g) 42C – Commander, USASOM Company.

(5) Broadening Assignments.

(a) HRC Career Manager/Account.

(b) AG School Instructor/Developer.

(c) ACOM/Army Staff/Joint Staff (01A)

(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) Recruiting Staff (01A).

- (k) Data Analyst, IPPS-A.
- (l) USMA Instructor/Staff or ROTC Instructor (01A).
- (m) Service in a cross-component billet.
- (n) HR Officer (all other 42B coded positions with no common title).
- (6) Broadening Opportunity Programs. Training With Industry (TWI) or Advanced Civil Schooling (ACS) with utilization tour.
- (7) 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 a field grade officer. Officers should continue their professional military reading with books from the CSA's Professional Reading List for Field Grade Officers.
- (8) Desired experience. Captains should aim to serve 18-24 rated months in a CD assignment, with 18 rated months being the minimum requirement. The intent is for each HR officer to have a common reference point in their career as the primary HR staff agent and principal advisor on the human dimension for a commander, becoming practiced in the art of HR delivery. The focus is on expanding their experience and skills and seeking greater levels of responsibility to prepare for success as a field grade officer. Officers should pursue a graduate degree within an HR discipline to study the human dimension of the Army or in 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 level 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 and 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 4-1.1, 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) 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, ReARMM, Army Bands and related operations at the tactical and operational levels.

(4) 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 (4-1/3-0/4-0/6-0/6-22/7-0).

(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.

(5) 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 will 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 position must take the SPO Course.

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

(6) Career Developmental Assignments. Majors must serve in an O-4 coded billet as a Brigade/Group S-1, Deputy Division G-1, Data Analyst, IPPS-A, AG School Instructor/Proponent, HRC Career Manager/Account Manager, HRC TADD/DA SEC/ Other HRC Staff, ACOM/Army/Joint, USMA/ROTC Staff/Faculty, Inspector General (01A), Recruiting Staff/Talent Acquisition, or in an O-4 coded MEPS Command for a target of 18-24 rated months; 18 rated months is the minimum requirement without a follow-on CD assignment. Most majors

will be assigned to a CD assignment immediately following resident or satellite ILE. Each officer must ensure they have sufficient experience in CD 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, 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 G-1. Battalion XO, Battalion S-3, and Command billets provide leadership experiences beneficial for future CSL command. Officers YG 2010, S-3 and HROC positions, and YG 2011 and 2012 will still be considered as completing their CD assignment in XO, S3 and HROC positions as the officer might not be able to move to a CD position prior to their LTC board. 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 G-1 or Battalion Commander and for future influence as a senior leader. CD requirement.

(a) Brigade/Group S-1 (MAJ coded position)

(b) MEPS Commander (MAJ coded position).

(c) Deputy Division G-1.

(d) Data Analyst, IPPS-A.

(e) ASCC/Corps Strength Manager

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

(7) 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) Battalion XO (MAJ coded position).

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

(d) AG School Instructor/Proponent.

(f) HRC Career Manager/Account Manager/HRC TADD/DA SEC/Other HRC Staff.

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

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

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

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

(k) Inspector General (01A).

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

(m) Recruiting Staff/Talent Acquisition

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

(o) 42C - USASOM Staff/Faculty.

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

(9) Self-development. An officer's time as a major must focus on continuous improvement to master all aspects of HR to include 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 will better prepare officers to operate at levels of increased responsibility.

(10) Desired experience. Majors should aim to serve 18-24 rated months in CD assignments with 18 rated months being 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 CD and broadening jobs will vary by individual. Officers,

mentors, senior Adjutant General leaders, and assignment officers must work together to strategically shape and develop future leaders of the corps within an officer's career timeline. Their focus shifts to organizational leadership, managing HR processes, and gaining an increased operational and strategic perspective. 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 will 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 demonstrated 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 level of the conflict continuum.

(b) Expert knowledge of Personnel Force Structure, and the 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 4-1.1, FMs (4-1/ 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) 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, ReARMM, Army Bands and related operations at the tactical, operational, and strategic levels.

(4) 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 (4-1/3-0/4-0/6-0/6-22/7-0).

(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.

(5) 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.

(6) Career Developmental Assignments.

(a) G-1 (CSL Designated).

(b) Battalion Commander (CSL Designated).

(c) Chief, Innovation Division, HRC (CSL Designated).

(d) 42C - Commander, USMA Band.

(7) Broadening Assignments

(a) AG School Director of Training/Proponent Chief.

(b) HRC TADD/DA SEC/Other 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/DMPM 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) Recruiting Staff/Talent Acquisition

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

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

(8) 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.

(9) 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 level 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 4-1.1, 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) 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 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.

(4) 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 (4-1/3-0/4-0/6-0/6-22/7-0).

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

(c) Reasoning skills.

(d) General Communication.

(5) Education. If not already complete, colonels should attend SSC.

(6) Career 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) Chief, EMOD

(f) Commandant, Recruiting and Retention College

(g) 42C - Commander, U.S. Army Band.

(h) 42C - Commander, U.S. Army Field Band.

(7) Broadening Assignments.

(a) Branch immaterial coded positions.

- (b) J-1 Unified Command.
- (c) ASCC HROC Director.
- (d) HQDA, Joint Staff.
- (e) ASA M&RA Staff
- (f) MILPAY Chief
- (g) HRC Staff Director
- (h) Recruiting Staff/Talent Acquisition
- (i) Senior HR Officer (all other 42H coded positions with no common title).

(8) 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.

(9) 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 that 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 will 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 advocate of commanders in staff positions at all echelons.

(10) 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 will 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.

(11) 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 4-1. The goal of the Adjutant General Corps 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's 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, including Large Scale Combat Operations. Nominative and joint assignments should be pursued after completing career developmental assignments. Warrant officers should continue self-development, professional reading, and the pursuit of their next civilian education goals. CW3/CW4 assignments will be tiered in scope and responsibility to maximize opportunities for developing operational and strategic skills in a progressive 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 will give them additional skills necessary to lead and advise the Army of the future. CW5 assignments will be tiered in scope and responsibility to maximize opportunities to develop strategic skills in successive order culminating at the highest levels of 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. It is imperative that technical warrants 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.

(4) Professional Military Education. 420A WO1/CW2 will successfully complete WOBC and prerequisite studies for the Warrant Officer Intermediate Course (WOIC). 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) Career 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) TPOC 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, TPOC, and HR policies and procedures, as well as communication and leadership skills. 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 least, an associate degree before eligibility for promotion to CW3.
- (8) Desired experience. WO1/CW2s will 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) Professional Military Education. 420A CW3s will complete WOAC no later than promotion to CW4.
- (4) Career Developmental assignments. Corps G-1 HR Tech (Ops/PRM) and TPOC HR Tech are the number one priority developmental assignments for 420A CW3 and Direct Support Commander/Bandmaster Operating Force for 420C.
- (b) Corps G-1 HR Tech (Ops/PRM).
  - (c) HHBN/STB/CAB HR Tech.
  - (d) TPOC Tech.
  - (e) Combined Arms Center.

- (f) 420C - Commander/Bandmaster Operating Force (OF) MPU A4.
- (5) Post-Priority Developmental Assignment (Broadening Assignments).
  - (a) IPPS-A Development Team
  - (b) Instructor / Writer AG School / HR Systems Integrator.
  - (c) Special Operations HR Tech.
  - (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).

(6) 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.

(7) 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).

(8) Desired experience. CW3s will 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) Professional Military Education. CW4s should complete WOSC no later than promotion to CW5 and is required prior to consideration for Nominative assignments.

(4) Career Developmental assignments. Division G-1 Senior HR Tech is the number one priority developmental assignment for 420A CW4 and Direct Support OF/GF at 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) TPOC HR Tech.

(d) FORSCOM Strength Manager.

(e) 420C-Commander/Bandmaster, Army Band.

(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) OCSA ECC/CJCS SJS(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.

(5) Broadening Opportunity. TWI, Broadening Seminars, and DCP.

(6) 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 to CW5.

(7) Desired experience. CW4s should focus on expanding their operational and strategic experience and skills while seeking greater levels of responsibilities 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 will 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.

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

(3) Assignments will 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).

(4) Self-development. CW5s should enhance their knowledge base by obtaining training that is 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.

(5) Desired experience. CW5s will focus on gaining experience which will 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 will 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 given to place the best-qualified officers in these critical positions. While many organizations and force structures will 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 position should be considered to have fulfilled the same CD requirement in their career development. All USAR/ARNG 42B and 42H (2LT–COL) will complete all training requirements in accordance with ARNG/USAR policy and regulations in addition to the same requirements listed in paragraph 26. For Career 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) will 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 Career 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-Career 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-Career 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) TPOC 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) Corps Staff
- (9) 420C – Commander/Bandmaster
- (10) 420C – Regional Staff Band Officer
- (a) Post-Career 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 TPOC Plans and Ops
- (8) Joint/Combined Staff
- (9) 420C - USAR Staff Band Officer
- (a) Post-Career Developmental Assignments ((Broadening/Nominative Assignments)
  - (1) G-1 Policy Integrator
  - (2) USAR WO Advisor (SSI)
  - (3) Dep Cmdt – WOCC
  - (4) USAR SSGL -WOCC
  - (5) Officer Accessions Mgr – ARC
  - (6) HRO - SLDO
  - (7) Force Integration Readiness Officer
  - (8) CCWO
  - (9) Any branch immaterial position (coded 011A)

## 6. Talent Acquisition Technician (420T)

### Talent Acquisition Technician (420T) WO1/CW2.

420T WO1/CW2s possess the following required knowledge:

- a. Basic knowledge of Troop Leading Procedures (TLP) and the Military Decision-Making Process.
- b. Basic to intermediate knowledge of the AG core competencies, recruiting station/company/battalion responsibilities, depth and comprehension of recruiting enabling systems (including G2 Report Zone and Recruiter Zone). Basic to intermediate understanding of Army recruiting programs (including AR 601-2, AR 601-210, RA/AR enlistment programs, and Future Soldier (FS) Training), the eight recruiting functions, mission analysis planning (MAP) analysis, recruiting operations plans (ROP) and school recruiting plans (SRP), and company and station training assessment reviews (CSTAR).
- c. Fundamental knowledge of marketing, marketing strategies, budgeting, brand management, social media, and employment of the Army Enterprise Marketing Office (AEMO) and U.S. Army Marketing and Engagement Brigade (USAMEB) assets.
- d. Basic to intermediate knowledge of public affairs policies, partnerships, community relations (including center of influence, or COI), and media relations.
- e. Basic to intermediate knowledge of Army recruiting intelligence, including market intelligence preparation of the operating environment (M-IPOE), segmentation, market analysis, and intelligence summary reports (INTSUM).
- f. Enhanced knowledge of data analytics and data analysis tools such as Power BI. Understanding of the targeting and fusion process at the recruiting battalion level and the Army targeting process of Decide, Detect, Deliver, Assess (D3A).

(1) Key Developmental Assignments. Battalion Talent Acquisitions (TA) Technician is the number one key developmental assignment for a 420T WO1/CW2. TA Technicians in the rank of WO1/CW2 should expect to serve approximately 5-6 years as a Battalion TA Technician, either serving at the same battalion or serving two assignments at separate recruiting battalions. Special positions and additional assignments include but are not limited to U.S. Army Recruiting Division (USARD)-East or – West, U.S. Army Recruiting Command (USAREC), U.S. Army Cadet Command (USACC), or the Warrant Officer Recruiting Company (WORC).

(2) Post-Key Developmental Assignment (Broadening Assignments after completion of key developmental assignment).

- (a) Brigade TA Technician.
- (b) USARD DCG E/W Fusion TA Tech.
- (c) USAREC Innovation TA Tech.
- (d) USACC Systems Integrator.
- (e) WORC TA Tech
- (f) 420T, TA Proponent
- (g) 420T, Training With Industry.
- (h) Any additional TA Technician position (coded 420T).

(3) Self-development. WO1/CW2s should expand their knowledge of recruiting lifecycle operations, regional marketing initiatives, and utilize data analytics to advise at the company, battalion, brigade, USARD, USAREC, and organizational levels. Developmental focus should be based on gaining a broad range of pertinent trend analytics, marketing plans, targeting and fusion processes, talent management and organizational management skills. Talent Acquisition Warrant Officers (TAWO) *monitor* the development of a target list, high-payoff event list, and

targeting plan as a member of the targeting board and *facilitator of the fusion process*. At both the brigade and battalion levels, the fusion process is supervised by the deputy commander or executive officer and *synchronized* by the 420T. It is recommended that all CW2s earn, at a minimum, an associate's degree before eligibility to CW3. (Most 420T CW3s have a bachelor's degree. Stay competitive with your peers!)

### **Talent Acquisition Technician (420T) CW3.**

420T CW3s possess the following required knowledge:

- a. Advanced knowledge of Army marketing, including organizational structure of the Army Enterprise Marketing Office (AEMO), roles and responsibilities of regional marketing offices (RMOs), and national/strategic-level Army marketing strategies, policies, and priorities.
- b. Basic to intermediate knowledge of law, statutes, and policy that governs Army marketing campaigns, accession initiatives, and integration of recruiting and retention processes.
- c. Advanced to expert knowledge of the AG core competencies, recruiting battalion/brigade responsibilities, and recruiting enabling systems.
- d. Advanced to expert knowledge of Army recruiting intelligence, including market intelligence preparation of the operating environment (M-IPOE), segmentation, market analysis, and intelligence summary reports (INTSUM).
- e. Advanced to expert knowledge of data analytics and data analysis tools such as Power BI. Expertise of the targeting and fusion process at the recruiting battalion and brigade levels, and the Army targeting process of Decide, Detect, Deliver, Assess (D3A).
- f. Basic to intermediate knowledge of U.S. Army Cadet Command (USACC) recruiting enabling systems, programs, and training.

(1) Key Developmental Assignments. Brigade Senior TA Technician is the number one key developmental assignment for a 420T CW3. TA Technicians in the rank of CW3 should expect to serve a minimum of 24 months in a KD position. TA Technician Progressive KD assignments following Brigade Senior TA Technician include:

- (a) USAMEB Brigade TA Technician.
- (b) USARD DCG E/W Fusion TA Technician.
- (c) Regional Marketing Office (RMO) TA Technician.

(2) Post-Key Developmental Assignment (Broadening Assignments after completion of key developmental assignment).

- (a) USAREC Data Analytics TA Technician.
- (b) USAREC G3 TA Technician.
- (c) USAREC Innovation/Experimentation TA Technician.
- (d) USARD Fusion TA Technician.
- (e) USARD G5 TA Technician.
- (f) USACC Training Developer.
- (g) USACC Fusion/Marketing Integrator.
- (h) WORC Operations TA Technician.
- (i) WORC TA Technician.

(3) Self-development. CW3s should expand their knowledge of recruiting operations beyond the tactical and operational levels to strategic levels at echelons above brigade (USARD, USAREC, and national levels). CW3s should begin to develop their knowledge beyond enlisted recruiting programs in USARD to strategic marketing, fusion, and integration efforts through assignments at USACC, AEMO, and USAREC. They must also seek continuous self-development through Army and civilian educational and credentialing opportunities. It is recommended that all CW3s earn, at a minimum, a bachelor's degree before eligibility to CW4.

### **Talent Acquisition Technician (420T).**

420T CW4s possess the following required knowledge:

- a. Advanced knowledge of USARD, USACC, AEMO, and USAREC and higher staff functions.
- b. Advanced knowledge of 420T doctrine, policies, and proponentcy; understanding of AGS staff functions to drive change for the 420T proponent and career management field (CMF).
- c. Intermediate knowledge of Army Enterprise staff functions.
- d. Intermediate to expert knowledge of law, statutes, and policy that govern recruiting, accessions, retention, and Army HR (NDAA).
- e. Expert to superior knowledge of AG core competencies, recruiting enabling systems, Army recruiting intelligence (including at the national/strategic level), data analytics, and targeting/fusion.

(1) Key Developmental Assignments. Fusion Chief at the USAREC or USARD levels are the priority developmental assignments for 420T CW4. TA Technicians in the rank of CW4 should expect to serve a minimum of 24 months in a KD position. Other KD positions include:

- (a) USAREC G5 TA Technician.
- (b) USARD G3 Warrant Officer Board TA Technician.
- (c) USARD DCG E/W Fusion Chief.
- (d) AEMO Senior TA Technician.

(2) Post-Key Developmental Assignment (Broadening Assignments after completion of key developmental assignment).

- (a) AGS Talent Acquisition Technician (420T) Proponent.
- (b) AGS Talent Acquisition Technician (420T) Instructor/Writer
- (c) AGS Talent Acquisition Technician (420T) Training Developer.
- (d) USACC TA Integrator/SWOA.

(3) Self-development. CW4s should exhibit mastery of Army Enterprise-, national-, and strategic-level policies and programs related to recruiting, accessions, retention, and Army HR. They should enhance their knowledge base by obtaining assignment-oriented training through assignments at USAREC and/or USARD, and broadening assignments at the AGS. 420T 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 to CW5.