

# Adjutant General Branch

## 1. 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 Music officers lead bands in its mission to provided music, supporting unified land operations and instill in our forces the will to fight and win, foster the support of our citizens, and promoted America's interests at home and abroad. Army Music serves as a combat multiplier and plays an integral part in the sustainment of forces engaged in unified land operations.

*b. 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 combat power of an organization. The key functions of Man the Force are Personnel Readiness Management (PRM), Personnel Accountability (PA), Strength Reporting (SR), Retention Operations (RO), and Personnel Information Management (PIM).

(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 and Casualty Operations.

(3) Coordinate Personnel Support—these functions normally require coordination by DCS, G–1/AG and S-1s and generally fall under their responsibility. The functions include Morale, Welfare and Recreation (MWR), Command Interest Programs (CIP), and Army Music operations.

(4) Conduct HR Planning and Operations—are the means by which HR leaders envision a desired HR end-state in support of the operational commander's mission requirements. Operation of HR mission command includes establishing, operating and maintaining connectivity to HR data and voice communication nodes needed for HR operations across all commands and echelons.

*c. Branch detail.* The Adjutant General Branch participates in the branch detailing of officers. Some newly assessed officers will be detailed to another branch for their lieutenant years and will be re-designated Adjutant General once they reach their branch detail expiration date, which aligns with promotion to captain. Branch detail officers will attend the AGCCC once their branch detail expires.

*d. 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 Adjutant General Captain's Career Course (CCC) 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.

*e. Proponent information.* The Proponent for the Adjutant General Branch is the Commandant, Adjutant General School (Personnel and Leader Development Division), 10000 Hampton Parkway, Fort Jackson, SC 29207–7025. Personnel developers can be reached at 803–751–8445 or DSN 734–8445.

## 2. Officer characteristics required

*a. Characteristics required of all officers.* All officers are expected to possess the basic characteristics that will 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, 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 in decisive action. 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 developments, 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 and able to use awareness and understanding to conduct operations innovatively and courageously to exploit opportunities in the challenges and complexities of the operational environment. Further explanation of these characteristics can be referenced in ADP 3-0 and in Part One of DA PAM 600-3.

*b. Unique knowledge and skills of an AG 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 unique skills:

(1) Communicator. This individual is able to 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 within the operational and sustainment constructs in support of unified land operations.

(2) Interpersonal. This individual is able to 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.

(3) Logical/Analytical. This individual 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.

(4) Detail-Focused. This person must be thorough, perceptive, and precise in all matters. They must possess a keen eye and notice everything.

(5) Multi-Tasker. This individual rapidly processes and prioritizes multiple demands simultaneously and takes appropriate action. They must understand, manage, and use automated HR systems and common software applications; while continually improving their understanding of areas of the sustainment community beyond HR.

*c. Unique knowledge and skills of an Army Music officer.* To meet the challenges of current and future operations, Army Music officers (42C and 420C) must embody the following unique skills:

(1) Domain-specific education. Army Music officers must have advanced knowledge of musical performance, conducting techniques, contemporary entertainment media, military ceremonial practices and extensive training in music styles and practices.

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

(3) Interpersonal. This individual is able to connect with others to affect positive results and is skilled in developing appropriate relationships. They must possess the highest standards of discretion, integrity, and professional ethics.

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

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

*d. 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 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 Music Officer (AOC 42C) identifies all Army Music 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 Music 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.

### 3. 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 skills, knowledge and attributes. 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 Music lieutenants focus on technical music skills and band management.

(1) *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 Music lieutenants will attend Army Music BOLC. Army Music 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.

(2) *Assignments.*

- (a) Brigade Strength Manager.
- (b) Platoon Leader in a Human Resources Company.
- (c) Company Executive Officer.
- (d) Battalion S-1 (in a LT coded position).
- (e) 42C—Executive Officer, MPU A7.
- (f) 42C – Associate Bandmaster, Special Band.

(3) *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 through 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 the lieutenants in the self-development process.

(4) *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 through successfully completing one or more command/staff assignments in the total force with the goal of increasing exposure and experience at multiple echelons, unit types and increasing leadership skills. Army Music officers are developed for bandmaster and commander positions at all echelons.

(1) *Education.* Officers will attend the Adjutant General's Captains Career Course (AGCCC) beginning around their 4th year of service, corresponding with promotion to captain. There is no substitute CCC for Adjutant General officers. Army Music captains attend the Army Music CCC.

(2) *Key Developmental assignments.* For YG2013 or later, captains must serve as a Battalion/Brigade S-1 or Company Commander for a target of 24 months following the completion of the AGCCC. For example, a captain who has successfully completed a target of 24 months as an S-1 or

Company Commander, or 12 months in both positions, will have completed their 24-month KD assignment requirement. Once S-1 or command time is complete, officers 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 (in a 42B/CPT coded position).

(b) Company Commander (Position serves as a KD assignment if served for a target of 24 months or combined with S-1 time in a 42B/CPT coded position).

(c) 42C—Associate Bandmaster, Special Band.

(d) 42C—Commander, MPU A7 (CONUS).

(3) *Post-KD (Broadening Assignments).*

(a) Division G-1 Strength Manager.

(b) HRC Staff.

(c) AG School Staff/Faculty.

(d) ACOM/Army Staff.

(e) MEPS Operations Officer.

(f) USASOM Staff/Faculty.

(g) Military Mail Terminal (MMT) Director.

(h) Theater Gateway (TG) Director.

(i) Special Troops Battalion (STB), SBDE Assistant S-3 (01D).

(j) Recruiting Staff (01A).

(k) USMA Instructor/Staff or ROTC Instructor (01A).

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

(m) Service in a cross-component billet.

(n) HR Officer (all other 42B coded positions with no common title).

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

(5) *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*.

(6) *Desired experience.* Captains must target to serve 24 months in a KD assignment. The intent is that each HR officer have 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 developmental 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) *Education.* 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. RC majors should attend the resident Human Resources Management Qualification Course prior to assignment as an S-1. Officers may also attend other HR functional training such as the Brigade S-1 or HR Plans and Operations Course.

(2) *Key Developmental assignments.* Majors must serve as a brigade S-1 for a target of 24 months.

Most majors will be assigned to a brigade S-1 immediately following resident or satellite ILE. Officers selected for DL will begin ILE during this initial assignment. Each officer should have sufficient experience in KD assignments in order to develop high proficiency in delivering Adjutant General core competencies and expanding leadership capabilities. There is no substitute for KD assignments to prepare an officer for future Centralization Selection List (CSL) and influence as a senior leader. The Deputy G-1 and HROC Chief are progressive KD assignments for successful Brigade S-1s. For example, a major who has successfully completed 12 months as a Brigade S-1 and has an opportunity for a follow-on Deputy G-1 or HROC Chief positions would enable them to complete their 24-month KD assignment requirement.

(a) Brigade S-1 (42H Coded).

(b) Deputy Division G-1 (Position serves as a progressive KD assignment after successful S-1 time is complete).

(c) HROC Chief (Position serves as a progressive KD assignment after successful S-1 time is complete).

(d) 42C—Commander, MPU A7 (OCONUS).

(3) *Post-KD (Broadening Assignments)*. Upon completion of KD, Adjutant General majors will meet the Army's mission requirements and build on their skills through various operational, institutional, and joint assignments. Senior major assignments at HRC, DCS G-1, and Soldier Support Institute (SSI) are nominative and hand selected.

(a) AG School Staff/Faculty.

(b) HRC Staff.

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

(d) MEPS Commander.

(e) Battalion Executive Officer.

(f) HR Plans and Operations Officer (SBDE, Expeditionary Sustainment Command (ESC), HRSC, Corps Organizations).

(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.

(4) *Broadening Opportunities*. TWI and ACS (highly developmental and nominative).

*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 in levels of increased responsibility.

(5) *Desired experience*. Majors must target to serve 24 months in KD assignments. 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 differ 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 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) *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.

(2) *Key Developmental assignments.*

- (a) Division or TSC G-1 (CSL Designated).
- (b) Battalion Commander (CSL Designated).
- (c) 42C—Commander, USMA Band.
- (d) 42C—Commandant, Army School of Music.

(3) *Post-KD (Broadening Assignments).*

- (a) AG School Staff.
- (b) HRC Staff.\*
- (c) HRSC Division Chief.
- (d) SSI Division Chief (Proponency, Director of Training, force Modernization, Concepts and Doctrines).\*
- (e) JDAL Assignment.\*
- (f) DA G-1 Staff.\*
- (g) ACOM/Army Staff.
- (h) Deputy Corps G-1.IG/EO Advisor.
- (i) 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.*

(4) *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.

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

(2) *Key Developmental assignments.*

- (a) Corps G-1 (CSL Designated).
- (b) J-1 Unified Command.
- (c) ASCC G-1.
- (d) Commander (CSL Designated).
- (e) Commandant, Adjutant General School.
- (f) HRSC Director.
- (g) HQDA, Joint Staff.
- (h) 42C—Commander, U.S. Army Band.
- (i) 42C – Commander, U.S. Army Field Band.

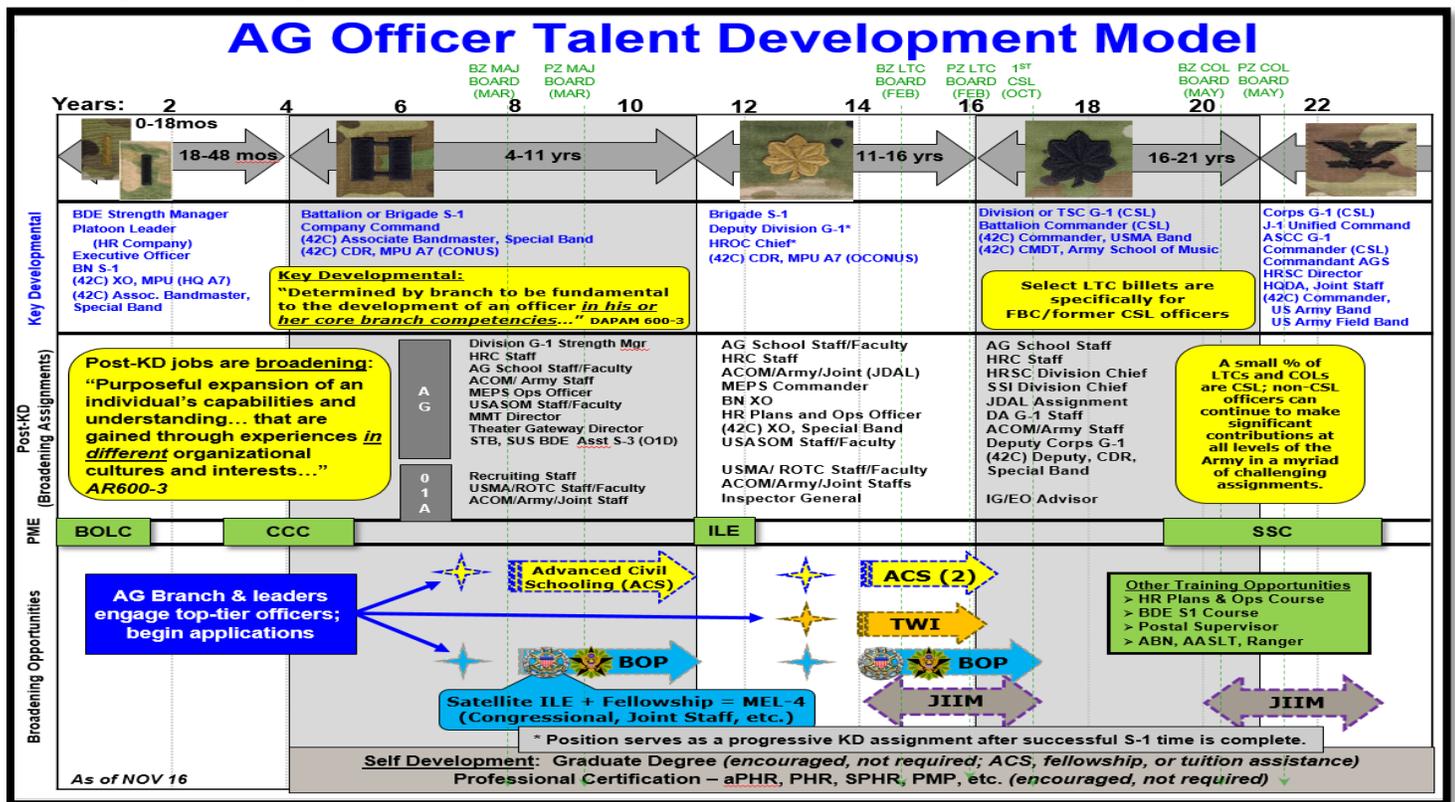
(3) *Post-KD (Broadening Assignments).*

- (a) Branch immaterial coded positions.
- (b) Senior HR Officer (coded 42H positions).

(4) *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.

(5) *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 developmental 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.

Figure 1. AC Adjutant General officer development



#### 4. Warrant officer development

a. *Warrant officer development model.* Adjutant General Corps warrant officers are adaptive technical experts, leaders, trainers and advisors. Through progressive levels of expertise in 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 is to ensure warrant officers at each level are aware of and have an opportunity to serve in positions that develop Adjutant General core competencies, build experience across multiple career paths and expand an individual's capabilities and understanding 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 highly desired by the corps.

(1) Upon completion of the Warrant Officer Basic Course (WOBC), initial entry warrant officers 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 a NCO.

(2) WO1/CW2. Throughout a warrant officer's career, the model highlights the need to gain 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 a 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. Nominative and joint assignments should be sought out. Warrant officers should continue their self-development, professional reading, and pursuit of the next civilian education goals.

(4) CW5 is the capstone achievement for the warrant officer cohort. Warrant officers should strive to continue training and seeking assignments that will give them the additional skills necessary to lead the Army of the future. The training and assignments should be outside the normal career path and nominative and/or JIIM in nature. Lifelong learning, supported by both civilian and military education, provides critical opportunities to develop both joint and expeditionary competencies. Flexible timelines

enable warrant officers to serve longer in assignments, ensuring they have adequate time to gain skills and experience, and provide continuity to support unit readiness and cohesion.

(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 maintain their currency in doctrine and the tactical implementation of key functions through training opportunities to include, but not limited to, a rotation to the National Training Center (NTC), War-fighters, Command Post Exercises and Mission Rehearsal Exercises.

(6) All Adjutant General warrant officers should seek membership and certification in opportunities that serve to enhance their knowledge, skills and attributes through life-long learning. For example, HR warrants may seek membership and certification in HR associations that support the HR credentialing programs approved by the Adjutant General Proponent.

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

(1) *Professional Military Education.* 420A WO1/CW2 will successfully complete WOBC and prerequisite studies for the Warrant Officer Advance Course (WOAC). 420C WO1/CW2 must successfully complete the Bandmaster WOBC. Officers will pursue attendance to WOAC at the earliest opportunity.

(2) *Key Developmental assignments.*

- (a) Brigade-level HR Technician.
- (b) HR Company Technical Warrant.
- (c) HR Resources Operations Branch (SBDE or ESC).
- (d) 420C—Instructor/Writer, ASOM.
- (e) 420C – Commander/Bandmaster GF, MPU A3/A4.

(3) *Post-KD (Broadening Assignments).*

- (a) Special Operations HR Tech.
- (b) HRSC Tech (CW2).
- (c) Corps G-1 HR Tech.
- (d) FORSCOM Admin Tech.
- (e) ASCC HR Tech.
- (f) CDID HR Tech.
- (h) Cadet Command HR Tech.
- (i) 420C – Bandmaster, Special Bands.
- (j) Any additional HR Technician position (coded 420A).
- (k) Any branch immaterial assignment.

(4) *Self-development.* WO1/CW2s should expand their knowledge of S-1 operations at the battalion, brigade, HR company, division band, HRSC, HR policies and procedures and 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, full spectrum operational perspective. It is recommended that all CW2s have earned, at a minimum, an associate's degree before eligibility to CW3.

(5) *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) *Professional Military Education.* 420A/420C CW2s should successfully complete the HR Technician WOAC or Bandmaster WOAC no later than promotion to CW3. CW3s who have not completed WOAC will not be considered for Post KD assignments.

(2) *Key Developmental assignments.*

- (a) G-1 HR Tech.
- (b) HHBN/STB/CAB HR Tech.
- (c) Instructor/Writer, AG School.
- (d) HRSC Tech.
- (e) Combined Arms Center.
- (f) 420C—Commander/Bandmaster Operating Force (OF) MPU A4.

(3) *Post-KD (Broadening Assignments).*

- (a) WOCC TAC Officer.
- (b) Special Operations Assignment.
- (c) WO Recruiter, USAREC.
- (d) NATO Brigade HR Tech.
- (e) Corps G-1.
- (f) HRC EPMD HR Readiness.
- (g) HHBN Tech.
- (h) Any additional HR Tech position (code 420A).
- (i) Any branch immaterial assignment (to include JIIM opportunities).

(4) *Broadening Opportunity.* TWI and the Degree Completion Program (DCP).

(5) *Self-development.* CW3s must exercise continuous self-development to fully master all aspects of operations to include functional HR, branch generalist, 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, full spectrum operational perspective. 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).

(6) *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) *Professional Military Education.* Officer will pursue attendance to the Warrant Officer Senior Service Education (WOSSE) at the earliest opportunity.

(2) *Key Developmental assignments.*

- (a) G-1 HR Tech.
- (b) ACOM/ASCC Staff.
- (c) HRSC Tech.
- (d) Writer/Developer, AG School.
- (e) HHBN Tech.
- (f) FORSCOM Strength Manager.
- (g) 420C-Commander/Bandmaster.

(3) *Post-KD (Broadening Assignments).*

- (a) WO Branch Manager.
- (b) AG WO Proponent.
- (c) Special Operations HR Tech.
- (d) WO Recruiter, USAREC.
- (e) Army G3/5/7 HR Tech.
- (f) WO Advisor/Assistant XO-4 Star.
- (g) Inspector General.
- (h) WOCC SGL.
- (i) HRC, Deputy Chief Awards and Decorations.
- (j) OCSA ECC.
- (k) CJCS Secretary, Joint Staff HR Tech.
- (l) White House Communications Agency HR Tech.
- (m) NATO Allied Command Transformation HR Tech.
- (n) SACEUR.
- (o) COCOM HR Tech.
- (p) GO Executive Officer.
- (q) WOCC Chief of Communications Education Department.
- (r) AVNCOE HR Tech.
- (s) Any additional HR Tech coded positions (420A).
- (t) Any branch immaterial assignment (to include JIIM opportunities).
- (u) 420C - Commander/Bandmaster OF/GF MPU A4/A5.
- (v) 420C – Commander, Old Guard Fife and Drum Corps.

(4) *Broadening Opportunity.* TWI and DCP.

(5) *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, full spectrum operational perspective. It is recommended that CW4s begin to work on graduate studies and professional certification/credentialing before eligibility to CW5.

(6) *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.

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

(1) *Professional Military Education.* CW4s should complete the Warrant Officer Senior Service Education (WOSSE) no later than promotion to CW5 and consideration for Capstone assignments. All Capstone assignments require WOSSE.

(2) *Assignments.*

- (a) Corps Staff.
- (b) HRSC Senior HR Tech.
- (c) FORSCOM Senior HR Tech.
- (d) 420C – Deputy Director of Training, USASOM.

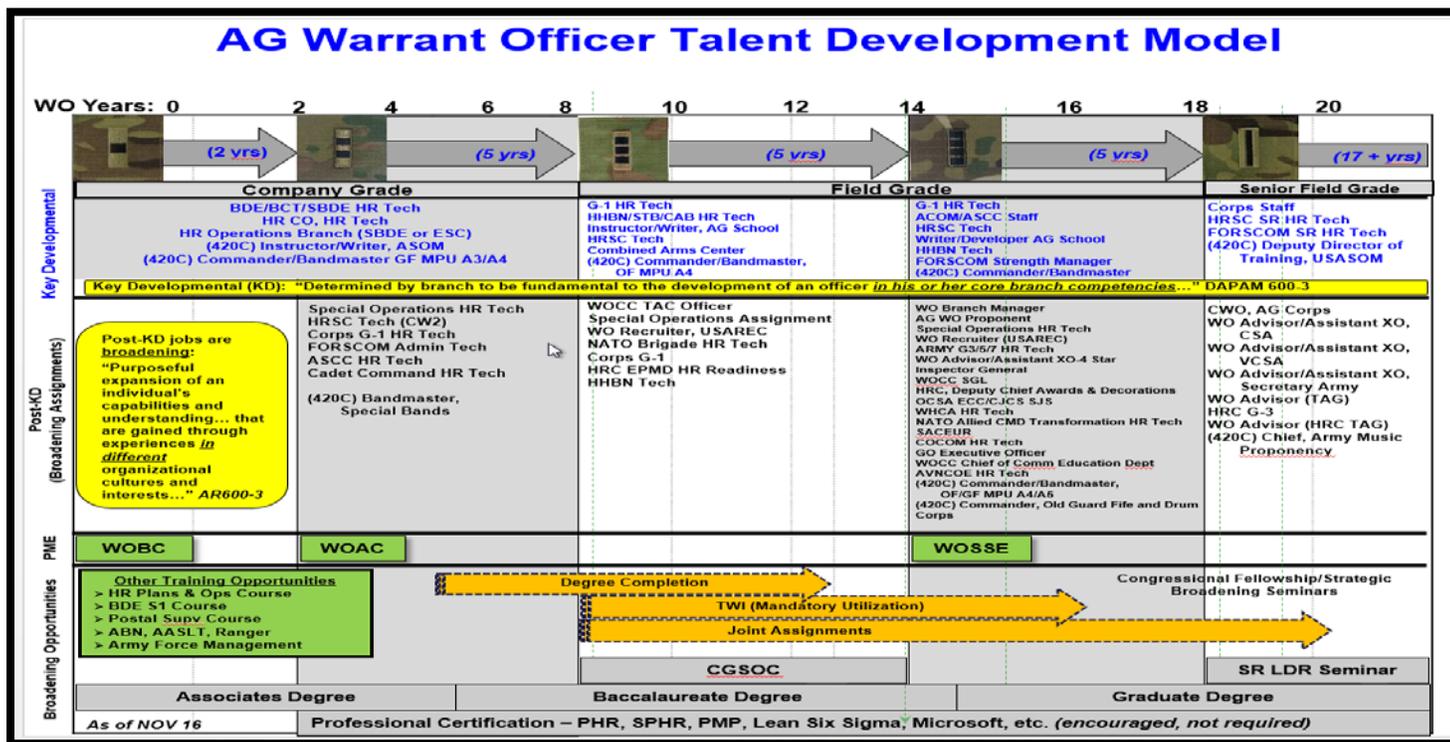
(3) *Capstone.*

- (a) CWO of the Adjutant General Corps.
- (b) WO Advisor/Assistant XO, CSA.
- (c) WO Advisor/Assistant XO, VCSA.
- (d) WO Advisor/Assistant XO, Sec Army.
- (e) WO Advisor (TAG).
- (f) HRC G3.
- (g) WO Advisor (HRC TAG).
- (h) 420C – Chief, Army Music Proponency.
- (i) Any branch immaterial assignment (to include JIIM opportunities).

(4) *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, full spectrum operational perspective. 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 Capstone and influential positions. They should be the Senior HR Technician or Bandmaster to mentor, coach, develop and teach other Adjutant General Branch professionals; ensuring relevant and reliable HR support is being provided to Soldiers and commanders.

Figure 2. AC Adjutant General warrant officer development.



### 5. Reserve Component officers

All of the preceding information applies equally to the RC, ARNG and USAR with the following listed exceptions. For additional guidance on RC officer development see Part One 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 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 KD requirement in their career development.

(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.

(b) *Captain development.* HR officers must complete either the resident AGCCC or the four-phase AGCCC. The course includes two phases of nonresident instruction and two active duty for training phases at the Adjutant General School. Officers who have completed an Officer Advanced Course/CCC in a different branch must still complete either the AGCCC (RC) or the HRMQC to satisfy 42B position requirements.

(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 an Officer Advanced Course/CCC in a different branch must complete the HRMQC to satisfy AOC 42H requirements.

(d) *Lieutenant colonel development.* Officers must complete ILE Common Core, should complete ILE, and seek PME at the SSC level. Officers who have completed an Officer Advanced Course/CCC in a different branch must complete the HRMQC to satisfy AOC 42H position requirements.

(e) *Colonel development.* Completion of ILE plus the advanced operations course is a requirement for consideration for promotion to colonel and SSC.

(f) *WO1/CW2 (420A/420C) development.* All USAR/ARNG 420A and 420C (WO1–CW5) will complete all training requirements in accordance with ARNG/USAR policy and regulations in addition to education requirements listed in paragraph 4(b).

(g) *CW3 (420A/420C) development.* Same requirements listed in paragraph 4(c).

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

- (1) Branch chief.
- (2) HR Staff Officer/Theater Personnel Command.
- (3) Chief, Officer Management Division.
- (4) Force Integration Readiness Officer.
- (5) USARC Senior HR Technician.
- (6) G–1 Policy Integrator.
- (7) Personnel Staff Officer, NGB/OCAR.
- (8) 420C—Commander/Bandmaster, MPU A3/A4 with additional duties as staff band officer.

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

- (1) Branch Chief.
- (2) HR Staff Officer/Theater Personnel Command.
- (3) Chief, Officer Management Division.
- (4) CCWO, JFHQ or Regional USAR Commands.
- (5) USARC Senior HR Technician.
- (6) G–1 Policy Integrator.
- (7) Personnel Staff Officer, NGB/OCAR.
- (8) 420C—Commander/Bandmaster, MPU A3/A4 with additional duties as staff band officer.

Figure 3. RC Adjutant General officer development

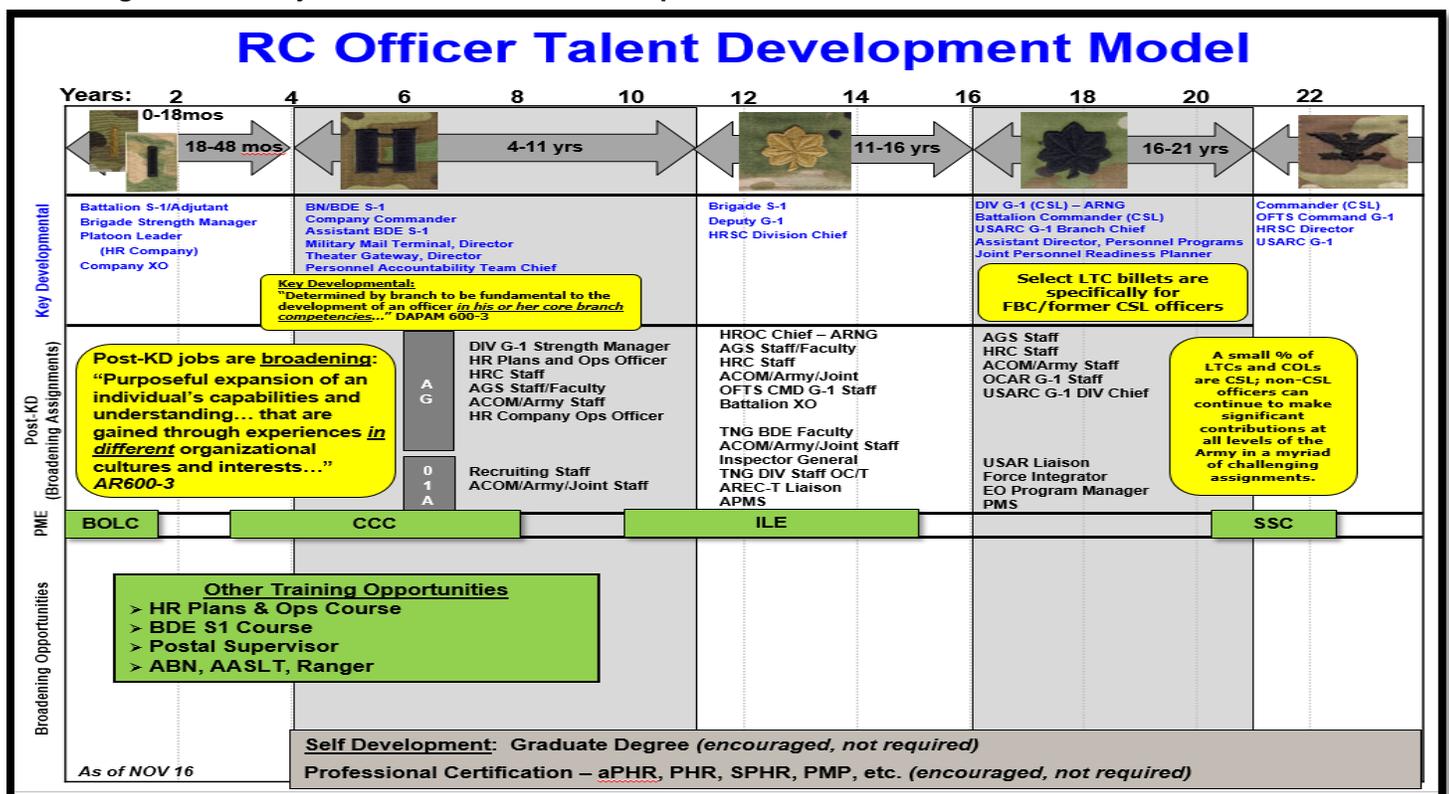


Figure 4. RC Adjutant General warrant officer development

