



# 1775



The Journal of the Adjutant General's Corps Regimental Association

## Spring 2010



# Reserve Components

# AROUND THE ARNG and USAR HR COMMUNITY...



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Pic #1, ARNG - CPT Jeff Bibeau, HSC 834th ASB Human Resources Officer of Roseville, MN, receives second place out of the Biggest Loser 28 participants at Joint Base Balad, Iraq, following a three month competition.

Pic #2, ARNG - SPC David Kocian, a Human Resources Specialist in the Pennsylvania National Guard's 28th Combat Aviation Brigade, teaches a yoga class at Camp Adder, Iraq.

Pic #3, USAR - LTG Jack C. Stultz, Chief US Army Reserve, reenlists 60 soldiers at the US Army Reserve National Capitol Reenlistment ceremony on April 23, 2010 on Capitol Hill in Washington, DC.

Pic #4, ARNG - SPC Erin M. Mosley a Human Resource Specialist from the 49th Military Police Brigade, California Army National Guard of Fairfield CA, makes preparations for an intravenous infusion during the Combat Lifesaver Course.

Pic #5, USAR - SSG Jeremy Malchow gets a hug from his daughter Paige. Prior to this he had seen his daughter only twice - when she was born and just before his departure for Iraq. Photo by SSG John Freese, 364th PAOC



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## The Journal of the Adjutant General's Corps Regimental Association

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### From the Editorial Staff:

This edition of *1775* is dedicated to the "Reserve Components Human Resources". The US Army's Reserve Components (RCs), which includes the Army National Guard and US Army Reserve, have a long and distinguished history of serving the Nation in peace and war. Army Human Resources (HR) professionals in both RCs have a unique challenge of executing a myriad of HR functions on two fronts – for each respective RC HR system and the Active component HR system when Reserve Soldiers are mobilized. RC HR professionals continue to provide selfless service and exemplary HR support to commanders, Soldiers and their families and are fully engaged with current conflicts in Afghanistan and Iraq. In recognition of their commitment to service and willingness to make great sacrifices on behalf of our Nation, we dedicate this edition of *1775* to "Reserve Components Human Resources". We hope you enjoy this edition of *1775* and solicit your comments and feedback at [magazine@agcra.com](mailto:magazine@agcra.com).

*Bob Ortiz, VP Pubs & Editor, 1775*

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# SECTION I: REGIMENTAL LEADERSHIP



## Notes from the Chief of the Corps



*By COL Robert L. Manning, Commandant, AG School, Chief of the AG Corps, and Chief, Army Bands*



### **One Team, One Corps!**

Soldiers and Civilians of the Corps, did you know that 67% of the AG Corps and HR community comes from the Army's Reserve Components (RC)? AG RC Soldiers and Civilian HR professionals continue to proudly serve our HR community and the greater Army during a period marked by persistent conflict. This edition of 1775 is dedicated to these selfless professionals.

You have to go way back in time long before our country and Army were formed to find the origins of the RC. The Army National Guard is the oldest branch of the U.S. military, tracing its roots as far back as 1636. The United States Army Reserve is the federal force of the Army and was formed in 1908. The Guard and Reserve together constitute the Reserve Components of the United States Army. After World War I, under the National Defense Act on 4 June 1920, Congress reorganized U.S. land forces by authorizing a Regular Army, a National Guard, and an Organized Reserve (Officers Reserve Corps and Enlisted Reserve Corps) of unrestricted size, which later became the Army Reserve. The one team, one Army concept was firmly established with this Act of Congress and the

relationship has continued to grow ever since.

Today, HR RC professionals are serving beside their active counterparts across the globe. Initially during the Global War on Terrorism (GWOT) and now with Overseas Contingency Operations (OCO), these RC warriors are every bit a part of the Army Force Generation (ARFORGEN) model that resets, trains and develops units and individuals to be ready for combat deployment. The 310<sup>th</sup> HRSC made history as the first RC HRSC to deploy in support of Operation Enduring Freedom (OEF) and will soon be replaced in Theater by the 3d HRSC, which is another RC HRSC. RC HR Companies, Postal Platoons and other AG units continue to deploy, at a consistent rate, in support of combat operations. In addition, RC HR Soldiers, Civilians and leaders deploy as part of larger operational organizations such as corps, divisions and brigades.

As a HR community, we simply could not meet all of our world-wide requirements if not for the dedicated support and commitment to excellence that the RC brings to the fight. These Citizen-Soldiers and professionals must not only meet tough Army standards, but must also maintain that delicate balance of meeting civilian job requirements. Let us not also forget that the RC's mission set does not begin nor end with overseas combat deployments. Too numerous to mention are the times that our country has asked the RC to answer the call to duty due to natural disasters, environmental challenges and the requirement to provide that additional layer of homeland security, which allows Americans to feel a little more comfortable when they go about their normal lives at home.

When the RC is actively engaged in multiple operations at home and abroad, who ensures that the force is manned, providing HR Services, Coordinating Personnel Support,



or conducting HR Planning and Operations? If you said AG Soldiers or HR professionals then you are on target. Commanders are all about the readiness of their units and we the Active and the Reserve Components are all about providing them timely, accurate and relevant information so that they can make informed decisions at the decisive moment in time as it pertains to the human dimension of readiness.

Enjoy this edition of 1775 dedicated to the Reserve Component AG Soldiers and Civilian HR professionals who continue to stand guard over the defense of our country no different than they did centuries ago before we became the great nation that we are. Next time you see an RC professional thank them for their service and commitment because we need every last one of them in this fight.

### **Defend and Serve!**

P.S., The focus on improving our Association's reach and viability as well as building its membership continues. During this past month, our membership rose above the 2,000 mark for the first time in many months. Although I am truly appreciative of all who have stepped up to the plate, we continue to have a very long way to go.

With a community of 48,300+ across all components, there are still plenty more HR professionals to sign up. I firmly believe the Association will continue to be the key enabler to inform and bring the Corps together in our modular Army. Gone are the days of large AG organizations. Our Association must now serve as the AG/HR rallying point on our installations. I ask all AG/HR leaders and Soldiers to continue to encourage all they know to join.

Our goal is to make steady progress each month. This means keeping all current members whose memberships are about to expire, in addition to recruiting new members. It also means keeping up the pace we've established over the past year by signing up at least 100-200 new members and 2-3 lifetime members per month.

Lastly, it also means reaching out to our retired community and thanking them for paving the road for us and including them on this new and exciting journey. Let me know where we can help. Thanks again to the many who have already answered the call. It's a great time to be an AG/HR Professional!



**COL Manning, Chief of the AG Corps (Left) and CSM Hagood, Regimental CSM (Right), visit the 78<sup>th</sup> Army Band at Fort Dix, NJ. Standing to COL Manning's left are WO Candidate Eric Flowers (future Commander), Miss Leslie Rickert (Unit Administrator Technician), and Mr. Kim Kegerise (Unit Administrator).**





# Notes from the Chief Warrant Officer of the Corps

By CW5 Scott B. Hagar, Chief Warrant Officer of the Adjutant General's Corps



Greetings Adjutant General Corps Warrant Officers and AG Corps Family! It has been almost a year and as I travel throughout the Army's footprint I am constantly amazed during every site visit at the tremendous effort put forth by our AG Warrant Officers. During the past few months I visited AG professionals at Fort Bragg, Fort Benning, Fort Sam Houston and San Antonio, Atlanta, Fort Devens, 316<sup>th</sup> ESC Coraopolis, PA and the National Capitol Region.

This edition of the 1775 is dedicated to all the great AG professionals in the Army's Reserve Components. During the past few years of persistent conflict our Nation has called on the total force time and time again. Our AG professionals in all components continue to deliver outstanding results on every occasion.

As I visit all the installations that have Adjutant General Warrant Officers assigned one theme rings true regardless of component – AG WOs are dedicated to serving the Nation and accomplishing the mission. A perfect example of this I witnessed at Silver Scimitar 2010 at Fort Devens in March when AG WOs from all three components prepared and trained their units for pending deployments. During the visit everyone trained together to ensure Soldiers were prepared and ready to execute their mission in theater. One very important observation I came away with was that we are truly a total force and one Army. Throughout the exercise there was no mention of what component a Soldier belonged to; simply a desire to train and be ready to accept and execute their mission set.

The Warrant Officer Basic and Advanced Course Critical Task Site Selection Board (CTSSB) was conducted 22 – 26 March 2010. I would like to extend our thanks to all the great warrant officers that sat the CTSSB. They spent that week reviewing and analyzing every single task taught in WOBC/WOAC to determine the way ahead for both courses. They made sound recommendations for developing and improving Programs of Instructions that will better meet the professional military education needs of our warrant

officers in the current and future operating environments.

A continuing concern throughout the Army is PME attendance. WOs must carve out time to attend WOAC, WOSC or WOSSC at the earliest opportunity and not wait until you pin on your next rank. I encourage you to coordinate with your leaders and attend the courses. Even though PME is not linked to promotion for active duty warrant officers, it is imperative that you attend in order to develop into the leader and technician the Army needs.

**Accession Board.** The May 2010 accessions board will select another 10 outstanding candidates to become 420As. I applaud your efforts and support in recommending only the best qualified non-commissioned officers to become warrant officers. I want to continue to encourage you to “call the shot” and guide our non-commissioned officers down the right path if they lack the required HR operational background and leadership time in order to ensure that they will be able to pursue their goal of becoming a warrant officer.

The Adjutant General's Corps Regimental Association (AGCRA) membership is increasing for our warrant officer population. AGCRA is our professional forum and provides opportunities for recognition and professional connection than most other regimental associations. Please continue to renew or sign up for membership and most importantly, encourage other members of the AG Corps to join. Share the regiment's rich history and stories with your subordinates and give them insight into what the AGCRA does for Soldiers. It is extremely easy to renew or sign up by visiting the Sutler Store for membership. Go to <http://agcra.com/> to join. I also encourage you to share your experiences and submit articles for publication to the 1775. AG professionals throughout the Army are doing tremendous things and sharing these stories benefits the entire AG Corps.

In closing, I would like to express my gratitude for all you are doing for the AG Corps and the Army. The dedication, enthusiasm, professionalism, and sacrifice you exhibit daily are inspiring. Leaders at every level realize what an integral part of the team warrant officers are to the Army's formations. As our structure continues to transform, the warrant officer presence will continue to be critical to mission success.

Thanks to all the great warrant officers who are retiring this year for their great contributions and distinguished service. I wish you and your families all the best as you open up a new chapter in your lives. To our deployed AG Warrant Officers, stay low, press the fight, keep your Soldiers safe and we look forward to seeing you back at your installations.

**Defend and Serve!**



# Notes from the Regimental CSM

By CSM Darlene C. Hagood, AG School & Regimental CSM



Greetings AG Corps family and friends. I count it an honor to pay tribute to some of the greatest Americans I know. A group of special individuals that not only serve full time in our communities as doctors, lawyers, teacher, nurses, fireman, they work in our local grocery stores, at our shopping centers, some are full time students, parents, grandparents, husbands, and wives, but they are also serving in the ranks of our great Army. I salute our Soldiers serving in our Army Reserve and Nation Guard. They have stepped out of the background in their communities to the forefront to wear our Nation's uniform. They defend and serve our nation while continuing to serve in our communities. They make the transition from civilian to military life seem effortless. However, we within the ranks know the truth in that our Guard and Reserve Soldiers and their families make great sacrifices when the Soldier is mobilized.

To all our AG Corps Reserve and Nation Guard Soldiers I want to say thank you. Thank you to you and your families for your service and support to our Nation as members of the greatest Corps there is. You chose a military career field that is not about you, but all about service to others. You defend our nation and our states and territories when called up to do so. You serve our Soldiers and family members across all formations around the world. Our army could not be as strong as we are without your committed and dedicated support to the Army Reserve and National Guard. Be proud of what you do and the service you provide. I thank you and salute you.

I want to say a special thanks to the training teams serving in our TASS Battalions at Camp Parks, CA, Grand Prairie, TX, and Fort Devens,

MA, for all you do to train our Reserve and Guard Enlisted Soldiers. You all are doing a great job ensuring our enlisted Soldiers are receiving the best possible training. Your experience through your deployments and HR assignments allow you to bring something special to the classroom. Each school is in the process of transitioning to the blackboard method of instruction, which will allow the same training to be provided to all through web based technology.

I can never emphasize training enough. Senior NCOs this is where I need your help the most. We have to ensure we are training our Soldiers to be tactically and technically proficient. I continue to hear as I travel that there is little to no HR training going on in the units and there is a knowledge gap within our Corps. I am asking our NCOs to assess the level of proficiency in your area and find ways to close the knowledge gap. Training may not be conducted under the conditions we are normally accustomed to, so think outside the box to find innovative ways to get the training done. Our Soldiers deserve to be trained. Trained Soldiers exhibit confidence in themselves, their abilities, and their leaders. Continue to use the S1NET as a source to get the latest updates and training tools.

Many AGCRA chapters are preparing to celebrate the long history of the Corps defending our Nation and Serving those in our Nation's Army. As we celebrate around the world, let us teach, remember and esteem the Soldiers and Civilians in our Corps, past and present. **Teach** our proud history and traditions to instill pride in our Corps, pride in the AG Shield. **Remember** our fallen comrades for they paid the ultimate sacrifice for our freedom and way of life. Finally, **esteem** those that have achieved great accomplishments, provided outstanding customer service, and represented the Corps in conspicuously excellence with our Regimental awards. Our Soldiers and Civilians have earned it.

Thank you all for everything you do each day Defending our Nation and Serving our Army. Keep our Corps and leaders in your prayers. God bless our Corps, our Army and our Nation.

***Defend and Serve!***





# **SECTION II: AG and HR Professional Reading**

## **Dedicated to “Reserve Components Human Resources”**

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### **AG Officer Branch Update**

**By LTC Neal McIntyre, AG Officer Branch Chief**

This coming summer HRC will complete a monumental BRAC move and merge. Under this BRAC operation, in February 2010, HRC-Alexandria (servicing the Active Component) and HRC-St Louis (servicing the Reserve Component) will merge into one entity. The current mission of AG Branch is to manage the careers of both Active Component (AC) and Reserve Component (RC) Officers. Starting in June 2010, the two HRCs will move all of their personnel to Fort Knox, KY and operate from the new Human Resource Center of Excellence. By August 2010, all HRC functions will be executed from Fort Knox. I'd like to acknowledge members of the first AG Branch Team that will continue the trend of professionalism and service from Fort Knox:

#### **Branch Chief / Lieutenant Colonels**

LTC Angie Odom

#### **AC Majors**

MAJ Donald Fagnan

#### **RC LTC / Majors**

MAJ Tom Waddle

#### **Senior AC Captains**

CPT(P) Jennifer Carr

#### **RC Captains**

CPT Joel Butler

#### **AC Lieutenants / Junior Captains**

CPT Carlos Oquendo

#### **RC Lieutenants**

Mrs Michelle Houston

#### **AC Warrant Officers**

CW4 Kevin Smock

#### **RC Warrant Officers**

CW3 Sammon

#### **Future Readiness Officer**

CPT Naomi Johnson

**Adjutant General Corps Professional Development - Additions to DA PAM 600-3.** The new DA PAM 600-3, Commissioned Officer Professional Development and Career Management, which provides career guidance to officers and warrant officers, was released 1 February 2010. Chapter 36 is devoted to the AG Corps.

Two areas recommended for your review are:

- Para 36-3d addresses Major development and Key and Development assignments (note difference for

YG 99 and 00).

- Para 36-4b addresses WO education timelines.

**BRAC Impact on the Upcoming Board Schedule.** With HRC's move to Fort Knox this summer, HRC will not convene any boards from July through September 2010. This will allow HRC to fully integrate AC and RC components at Fort Knox. Selection boards that normally meet during this timeframe have either been held early or pushed to a later date. Approximately 40% of the boards were pushed left and 60% were pushed right.

Based upon this 40/60 rule, this fall's board schedule will be more compressed than normal and the volume of officers trying to access My Board File (MBF) will be high. As a result, we recommend the following:

- Know which board you are eligible for.
- Check your OMPF and DA Photo to identify and correct problems early.
- Check the MILPER Message website frequently to keep up with upcoming board messages (<https://perscomnd04.army.mil/milpermsgs.nsf>).
- We strongly recommend that you work with AG Branch early so we can provide you prompt assistance during this high OPTEMPO period.
- Also, see the April through November 2010 selection board schedule on the next page.

During this period of transition, we will aggressively maintain the AG/HRC website with contact information and the current location of our team. Please do not hesitate to contact us, as you would under routine circumstances and we will do our very best to be equally responsive. We encourage any feedback that will assist us to better serve and communicate with you; our Army has asked a great deal of you and you continue to deliver. Thank you!

**The RC AG Captains Career Course, Who Needs It?** LTC Angel Liberg – Deputy, Adjutant General Branch.

All members of the Army Reserve must maintain his or her required Professional Military Education (PME). Your Captains Career Course is the military education requirement in order to be eligible for promotion from the rank of Captain to Major. For the Adjutant General Captains Career Course – Reserve Component (AGCCC-RC) there



# ESPD - DA Secretariat



"People Always ... Mission First"

## APR-NOV Board Schedule

• AC SGM / CSM / SMC	20 APR10 - 11 MAY10	• LTC FS CMD	5 - 20 OCT10
• ILE (AMEDD / CH)	22 APR10 - 7 MAY10	• BDE CSL CSM FS	5 - 11 OCT10
• RESERVE COMPONENTS COL AMEDD	28 APR10 - 7 MAY10	• ARMY RESERVE POSITION VACANCY	12 - 15 OCT10
• ARMY RESERVE AGR SGM: AGR / TPU SGM: SMC	4 - 20 MAY10	• LTC/GS14 AAC CMD	13 - 21 OCT10
• FD (YG 03/07)	6 - 20 MAY10	• USAR AGR MSG	13 - 29 OCT10
• ROTC PMS	11 - 13 MAY10	• LTC AMEDD CMD	19 - 26 OCT10
• ARMY RESERVE AGR CO/DET/BN CMD ASSIGNMENT	11 - 21 MAY10	• AC MSG	26 OCT10 - 18 NOV10
• ARMY RESERVE AGR COL CMD ASSIGNMENT (CCAB)	11 - 21 MAY10	• MAJ JAG	26 - 29 OCT10
• COL MC/DC / LTC MC/DC SELCON	18 - 20 MAY10	• MAJ ARMY / CPT SELCON	26 OCT10 - 19 NOV10
• COL CH	25 - 27 MAY10	• SMU CMD/KEY BILLET	26 - 29 OCT10
• COL JAG	25 - 27 MAY10	• ARMY RESERVE PROF DEVELOP EDUC (PDE)	2 - 19 NOV10
• ARNG GO FEDERAL RECOGNITION	25 - 27 MAY10	• RESERVE COMPONENTS CPT APL	2 - 12 NOV10
• ARMY RESERVE COL JA	1 - 4 JUN10	• USAR GO ASSIGNMENT ADVISORY BOARD	2 - 5 NOV10
• COL AMEDD	2 - 9 JUN	• CHIEF OF ENGINEERS	4 - 5 NOV10
• COL ARMY / LTC SELCON	8 - 25 JUN	• CHIEF OF CHAPLAINS	8 NOV10
• RESERVE COMPONENTS COL APL	8 - 30 JUN10	• MG/BG AMEDD	8 - 9 NOV10
• USAR IRR / DIMA SSG-SGM	9 - 18 JUN10	• BG ARMY	15 - 23 NOV10
• RESERVE COMPONENTS LTC APL / MAJ APL SELCON	4 - 22 OCT10	• USAR COL CMD ASSIGNMENT SELECTION (CCASB)	15 - 19 NOV10
• RESERVE COMPONENTS COL CH	5 - 8 OCT10		
• LTC MFE CMD	5 - 22 OCT10		
• BDE CSL CSM MFE	5 - 13 OCT10		
• LTC OS CMD	5 - 13 OCT10		
• BDE CSL CSM OS	5 - 11 OCT10		

are currently three phases. Phase One was eliminated, leaving the resident course at Fort Jackson, SC for Phase Two. Phase Three is distance learning and Phase Four is again a resident course. For Troop Program Unit (TPU) members please request enrollment in course number 7-12-C23 through the ATRRS operator at your unit. IRR and IMA may request through their Career Managers.

**Intermediate Level Education – ILE.** ILE is the Army's formal education program for Majors. It is a tailored resident education program designed to prepare new field grade officers for their next 10 years of service. ILE produces field grade officers with a Warrior Ethos and Joint, expeditionary mindset, who are grounded in war fighting doctrine, and who have the technical, tactical, and leadership competencies to be successful at more senior levels within their respective Branch. ILE consists of a common core phase of operational instruction offered to all officers.

Eligibility to attend resident ILE common core and the Advanced Operations and War-fighting Course (AOWC) is determined by the Army. Additionally, officers must have graduated from or

have credit for completing a branch CCC. Reserve Component officers will be boarded for resident ILE. Select Branch and FA officers will receive the common core course at Fort Leavenworth, Kansas during the first 16 weeks of ILE, with follow on attendance at AOWC for 24 weeks. The remaining officers who do not attend resident ILE at Fort Leavenworth will receive the common core course from CGSC instructors at one of the satellite campuses and as prescribed through ADL and the TASS. Following the common core officers will enroll in AOWC. AGR officers will submit a DA Form 4187 to their career managers for enrollment to nonresident ILE. TPUs will contact their ATRRS operator and IRR/IMA officers will contact their career managers for enrollment.

Nonresident ILE is a three phases process as follows:

- Option 1 = Phase 1 is two weeks of instruction, Phase 2 is IDT status for 9 months, and Phase 3 is another two weeks of instruction.
- Option 2 = Distance learning is Phase 1 through Phase 3.

After you complete the first three phase of ILE you will have completed ILE-CC, which is considered 50% completion of the legacy CGSC.



In order to enroll in Senior Service College you will need to complete AOWC. Officers commissioned in 1993 or earlier are exempted from AOWC. The school codes for ILE are: 701-1-250-ILE-CC and 701-1-250-ILE-AOW (DL).

**Advanced Joint Professional Military Education (AJPME).** Advanced Joint Professional Military Education (AJPME) is designed to provide Reserve Component officers an opportunity to prepare for all of the planning and operational challenges a staff officer could anticipate over a three-year joint duty assignment, whether the assignment is on the Joint Staff, a Joint Task Force, or Service Component Staff. The AJPME program was developed to provide RC officers with a means to meet Joint Professional Military Education (JPME) requirements outlined in the law (Title 10, U.S. Code, Chapter 38, and Section 666) and DOD Instruction 1300.19. AJPME is a 40-week-long blended course that combines periods of distance learning (DL) with in-residence, face-to-face (F2F) instruction. For further information and to apply contact the HRC Joint Policy Branch.

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## AG Company Grade Desk

By MAJ Andre Watson and CPT Julie Fullem-Gilbert

With the implementation of the Personnel Services Delivery Redesign (PSDR) in 2006, functions and personnel formerly assigned to PSB/SSBs were reallocated to Brigade and Battalion S1s. The result of PSDR is a more S1-centric role for our company grade officers.

One of the more frequently asked questions from the field is, "Will I be an S1 for my entire career?" The answer is no. We encourage company grade AG officers to seek other opportunities within their brigade, division, or installation after they have completed a minimum of 24 months as an S1. Those opportunities range from Brigade Strength Manager, Postal Officer, Division/Corps HR Officer, or company command, to name a few. If other opportunities are not available at your current installation, contact AG Branch as there are numerous other opportunities available to qualified officers that offer both developmental and broadening HR experiences.

The 2005 revision of DA PAM 600-3 eliminated the use of "branch qualification". All assignments are important to sustain a trained and ready Army. The outdated philosophy of "checking the block" in certain positions at every grade encouraged officers to be more concerned about holding the "right" jobs in order to achieve "branch qualification" or "Key Developmental (KD) credit," than about the quality of the experience gained in each job. Unfortunately, the term "KD" has become interchangeable with "BQ" when discussing jobs of importance to the Army.

The first step in managing your career is having a clear understanding of the terms Developmental, Key Developmental, and Broadening.

**Developmental positions:** All officer positions are developmental. They enhance some aspect of

warfighting skills, increase their level of responsibility, develop their understanding of interoperability among Army branches, or expose them to branch related generating force/JIIM opportunities that directly contribute to success as an agile and adaptive leader. Developmental positions that provide exposure to experiences outside the officer's core branch or functional area competencies are considered broadening assignments.

**Key Developmental Positions.** DA-PAM 600-3 specifies Key Developmental positions – the latest edition is dated February 2010. A Key Developmental position is one that is deemed fundamental to the development of an officer in his or her core branch or functional area competencies or deemed critical by the senior Army leadership to provide experience across the Army's strategic mission. The majority of these positions fall within the scope of the officer's branch or functional area.

**Broadening Assignments.** Assignments that develop a wider range of knowledge and skills, augment understanding of the full spectrum of Army missions, promote practical application of language training or increase cross cultural exposure, and expand officer awareness of other governmental agencies, units or environments. Broadening assignments enhance an officer's ability to perform in an ever changing, complex environment across the spectrum of conflict at the tactical, operational and strategic levels.

Each year the Army has numerous non-MEL fellowships, scholarships and Advanced Civil Schooling (ACS) opportunities available to provide broadening opportunities to our officer corps. In addition, AG Branch has two Training with Industry (TWD) opportunities with Microsoft and Lockheed Martin each year. Officers interested in participating in any non-

MEL program can visit the HRC Leadership Development Division website at <https://www.hrc.army.mil/site/protect/active/opfama cs/ACS00.htm>. After you complete your research on a particular program, you can contact your career manager to discuss eligibility and your career timeline.

AG captains are eligible and highly encouraged to apply for the following non-MEL Fellowships and scholarships: The Joint Chief of Staff (JCS), Office of the Secretary of Defense (OSD), and the Department of the Army Staff (ARSTAF) Intern Program. This is a three-year program in three phases as follows:

- Phase I, Georgetown University Master of Policy Management. The academic portion of the internship begins with an intensive summer program consisting of two subject issues: Public Management/Leadership, and the U.S. Public Policy Process.

- Phase II, Joint Staff or Office of the Secretary of Defense Internship. Upon earning their degree, interns are integrated into the Policy and Operational activities of the nation's senior military staffs to give them a broader perspective of operations within the military and our government.

- Phase III, Army Staff Internship. Interns spend the third and final year of the program working within the Army staff. Assignments to Army Staff positions are based upon unique skills acquired during Phase I and Phase II of the program. Like the Joint Staff and OSD Staff, the Army Staff slates interns into demanding roles as lead action officers, calling upon their knowledge base to represent the Army within the Pentagon and throughout DOD.

See MILPER Message 10-071 for additional information regarding the FY 2011 JCS / OSD / ARSTAF Internship.

**The Army Congressional Fellowship Program.** The Army Congressional Fellowship Program educates selected Army officers and civilians on the importance of the strategic relationship between the Army and the Congress. It is a three-year program which includes pursuit of a Master's degree in Legislative Affairs at George Washington University, service on the staff of a member of Congress, and utilization on the Army or Joint Staff in a legislative liaison duty position. The program seeks Active, Reserve, and National Guard officers who have demonstrated outstanding promotion potential, have recent experience in OIF and OEF, and have recently completed successful company / battery / troop command or equivalent

key developmental duties. See MILPER Message 10-72 for additional information regarding the FY 2011 Army Congressional Fellowship Program.

**Information Assurance Scholarship Program at the Air Force Institute of Technology (AFIT).** The AFIT offers Masters of Science degrees in Information Assurance, Information Resources Management, Electrical Engineering, Computer Engineering, and Computer Science. The Information Assurance major provides an in-depth study of the defensive and offensive theory, tools, and techniques associated with protection and exploitation of information-based systems. The other majors stated above allow for specialization in IA through a subset of courses from the IA degree program. More detailed information about the IA Program can be found at <http://en.afit.edu/ciser/>.

**Information Assurance Scholarship Program at the Naval Postgraduate School (NPS) Description.** The IASP is offering an opportunity for completion of a Master of Science degree or PhD in computer science at NPS. The degrees will be completed entirely at NPS. The MS program will take seven to eight academic quarters to complete, which corresponds to a two-year program.

**White House Fellows Program.** The President's commission on White House Fellows annually selects exceptionally promising individuals from all sectors of American life to serve as White House Fellows. Fellows write speeches, help review and draft proposed legislation, answer congressional inquiries, chair meetings, conduct briefings, and otherwise assist high-level government officials. They are assigned to work with senior White House officials, Cabinet Secretaries, or other deputies. Eligible active component Army officers must request and receive permission, from HRC, Leader Development Division (AHRC-OPL-L) prior to competing. An application will be sent directly to those granted permission to compete.







# AG Warrant Officer Branch Update

By CW4 George S. Toves, AG Warrant Officer Branch Manager



Greetings Fellow AG Warrant Officers.

Thank you for what you do each and every day for our Soldiers and Families. We continue to receive many accolades from across the Army on your accomplishments. You are having a lasting impact. Keep up the great work!

Congratulations to the January 2010 Adjutant General Corps Noncommissioned Officers who were selected to become Warrant Officers. Welcome to the Warrant Officer Corps of "Quiet Professionals!" If you are enrolled in the Army Couples Program, I will work with your spouse's career manager to ensure we keep you together. Good luck in your upcoming schools and I look forward to seeing you at the Warrant Officer Basic Course.

### January 420A/C Selectees

- SFC Genevieve Casanova
- SSG Anthony E. Brosh
- SSG Nadia F. Gibson
- SFC Clifford N. Head Jr
- SFC Damien T. Knight
- SSG Natalya Y. Myers
- SSG Tiffanee C. Neptune
- SSG Jenniffer D. Peralta
- SFC James A. Tarpley-Farmer
- SFC Tawan A. Williamson Sr
- SSG Thomas E. Stowers II (420C)

Although AG Warrant Officer promotion rates continue to be great in comparison to the rest of the Army, this has not always been the case. First, as WOs we must continue to keep our records updated. We must also complete Professional Military Education (PME) at the first opportunity as we have a professional and personal responsibility to attend formal military training at the appropriate time.

The AG Corps has a back log of Warrant Officers requiring attendance at the Warrant Officer Staff Course and Senior Staff Course. Considering this, we need to better plan PME attendance as we develop our career timelines. In many instances, we have locked our warrants into a school, just to find out later they dropped out at the last minute because of other requirements. AG Branch understands operational requirements and unique personal challenges occur, but dropping from a course as a general practice should never occur as it places the officer at risk for the next promotion. It may also result in an unfilled seat that another officer could have filled.

Making CW5 is very competitive and if this is the rank you one day want to wear we suggest that you map out a career path to make you both educationally and professionally well rounded. Continue to pursue civilian education with the goal of completing a master's degree before consideration to CW5. Staying on one installation or in one assignment for too long could also put you at a disadvantage in comparison to officers who move around the Army and step up for different assignments when asked to do so.

CW4 Kevin Smock will replace me this summer as I leave the WO assignments desk to move on to another assignment. CW4 Smock has deployed multiple times, worked at all levels of our Army, and will bring a wealth of knowledge and experience to the desk. The opportunity to serve the AG Warrant Officer Corps has been extremely rewarding and I wish each of you the very best.

Thank you for your continued support to our Corps.

Defend and Serve!

GEORGE S. TOVES  
 CW4, AG  
 Adjutant General Warrant Officer  
 Branch Manager

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# AG NCO Update - CSM / SGM Central Selection for Brigade and Battalion Level CSM Positions and Select Key Billet Positions



*By Kurt Fedors, Command Management Branch, EPMD, HRC, (703) 325-0801*

Background. In June of 2009, the Army announced its intent to implement a centralized selection process to select and slate eligible CSMs / SGMs against Brigade CSM, Battalion CSM, and approved SGM key billet positions (TBD – key billet selection is on hold). This change ensures placement of the best qualified Soldiers in key leadership positions to best serve our Nation, the Army, and our Soldiers. This decision, along with others, was outlined by Army leadership in a DMPM memorandum dated 2 June 2009 as part of an overall update to Senior NCO management policies. The plan was specifically mentioned in another Army DMPM memorandum on 21 August 2009.

The decision to centrally select CSM / SGM for these positions represents a significant change in culture and current practices regarding CSM / SGM management and requires the support of leaders across our Army, military and civilian alike, for it to succeed.

To accomplish this task, EPMD, HRC stood up the Command Management Branch (CMB). CMB's mission is, "To execute the Army CSA's and SMA's Centralized Selection List (CSL) - Command and Key Billet Program while maintaining the integrity of the process so as to place the best qualified CSM and SGM in command and key billets that will best serve the Nation, the Army, and its Soldiers."

An ongoing review of current regulations, policies, and procedures is intended to identify appropriate changes to support the conduct of our first CSM CSL board(s) in FY 11 for the Active Component (AC). Eligible CSMs / SGMs selected during these boards will be slated against previously identified positions based on selection board Order of Merit Lists, Soldier qualifications, and Soldier preferences to fill positions during the FY12 timeline. The inaugural AC brigade level board(s) are

approved and scheduled during October 2010, and battalion level boards are scheduled during January 2011. These boards will run separately but in tandem with the scheduled officer boards. The G1 recently approved scheduling an ARSOF CSM CSL board. This board is scheduled for December 2010.

Several keys to implementing this change includes: establishing Projected Change of Responsibility (PCoR) dates for all currently serving CSMs at brigade and battalion level; establishing tour lengths at 24 months for brigade and battalion billets (other key billet tour lengths may vary); synchronizing the selection, training, and Change of Command (CoC) and PCoR dates for incoming Commanders and CSMs; establishing eligibility criteria for Soldiers wishing to compete; and effectively communicating these changes and all relevant information to Soldiers and Commands in the field. HRC will release this information as decisions are made and implementing procedures are established.

Once a position is identified as Brigade CSM or Battalion CSM, or a key billet for HQDA fill, non-CSL CSMs or SGMs cannot serve in these positions, nor can they be extended to fill these positions. Positions can be added or removed from the central selection process through a Centralized Selection List Review Board (CSLRB) involving command justification and CG, HRC approval. Detailed information on how to add or delete billets will be provided at a later date. The process will mirror the current officer process. The officer process can be found at:  
<https://www.hrc.army.mil/site/protect/active/opfamdevbr/CSLRB.htm>.

What are the expectations after departing Brigade CSM and Battalion CSM positions? CSMs completing a Brigade or Battalion level CSM tour have several options for follow on assignment. They can: compete for the next



level position (i.e., leaving Battalion CSM can compete for Brigade CSM); compete for a lower position (i.e., leaving Brigade CSM can compete for Battalion CSM or key billet position when they are approved); compete for another position at the same level (i.e., leaving Battalion CSM can compete for another Battalion CSM position); choose not to compete for any of these positions and serve as a SGM with assignment instructions based on needs of the Army; or elect to retire. At this time, there is no limit to the number of times a CSM / SGM can serve as a Brigade or Battalion CSM or in a key billet (when identified). The CSM / SGM must only elect to compete and be centrally selected for one of these positions.

**OMPF Updating and Soldier Preference Submission.** This step is critical for Soldiers determined eligible to compete for brigade CSM, battalion CSM, and key billets. There are two critical components to this step. First Soldiers will have to decide whether or not to compete for these positions (if a Soldier decides not to compete, they must opt out). If a Soldier elects to compete, they each must decide what sub categories to compete in. Each sub category will have a list of unit openings a Soldier must rank order, from first to last, indicating their preference for slating should they be selected by the board in that sub category. Soldiers will rank order these preferences on line through the Command Preference Designator (CPD). Soldiers will then have the opportunity to update their files, using My Board File, to ensure their records are up to date and accurate prior to the convene date of the board.

These My Board File reviews take place on line with Soldiers providing updates to their records separately. HRC (EPZ-D) will notify Soldiers when the CPD and My Board File are available for selection and updates. They are generally open 60 to 80 days prior to the convene date of the battalion or brigade level boards. Competitive categories and sub categories are listed as follows: Competitive categories include Maneuver Fires and Effects, Operations Support, and Force Sustainment. Each category has a separate board. Each competitive category contains the following sub categories: Operations, Strategic Support, Recruiting and Training, Installation, and Key Billets (still TBD). Soldiers may be eligible to compete in multiple sub categories, but may elect to compete in only one or two – it is the Soldier's choice.

The central selection of our Brigade and Battalion CSMs and SGMs for key billets represents a positive step toward improving how the Army professionally develops its most senior enlisted leaders and selects those best qualified to serve in them.





# AG Enlisted Update – CMF 42 Security Clearances

By SGM Demetrius L. Hopkins, Proponent SGM, Adjutant General School



October 1, 2010 is rapidly approaching for the implementation of the SECRET eligibility security clearance requirement for all Military Occupation Specialty (MOS) 42A/F Soldiers. The Notification of Future Change (FDU), dated September 18, 2007, revised MOS 42A and MOS42F specification to require US citizenship and SECRET security eligibility for all Soldiers prior to awarding of the MOS. Per the FDU, all in-service personnel must meet the aforementioned requirements effective October 1, 2010. **Soldiers who fail to meet these qualifications will be subjected to involuntary reclassification or separation.**

There are approximately over 13,000 Soldiers in the Army's inventory (see Figure 1 on the next page) that do not possess a qualifying clearance. Leaders must actively engage this initiative to ensure our Adjutant General's Corps readiness levels are not compromised (in-turn affecting the organizations we support).

We cannot afford to lose CMF 42 qualification based on Soldier procrastination to meet standards. NCOs must expeditiously lead this action being that the initiative affects our Corps' enlisted force. NCOs must also inform organizational Commanders of this requirement to obtain their support. Brigade or Battalion S2 sections must be promptly notified to facilitate the appropriate actions.

The most current active component security clearance statistic (see Figure 2 on the next page) reveals a large proportion of unqualified personnel in the SPC through SSG ranks. This is a clear indicator that reflects a permanent party deficiency. Currently all MOS 42A/F Soldiers attending Advanced Individual Training (AIT) are arriving with initiated (via the Military Entrance Processing Station) National Agency Checks, Local Agency Checks, and Credit Checks (NACLC). Over 80% are arriving with a valid SECRET security clearance. Units must ensure their S2 sections are conducting follow-ups on the investigation for those who depart AIT without a valid clearance.

Soldiers without an investigation on file must initiate an Electronic Questionnaire for Investigations Processing (e-QIP) through their servicing security manager (S2) through the following website: <https://www.e-qip.opm.gov/eqip/eQIP>. When the investigation request is initiated, the Soldier has 30 days to login to e-QIP and begin the personnel security questionnaire (PSQ) or the request will be terminated. Upon the initial login, the Soldier has 90 days to complete the PSQ or the request is terminated. Once the PSQ is completed, the appropriate agency must review and approve within 90 days or the investigation request will terminate. Cumulatively the process can span a time period upwards of 210 days to fully process. This is why it is imperative for leaders to actively supervise and perform follow-ups. Please visit <http://www.opm.gov/e-qip> and <https://www.dss.mil/GW/ShowBinary/DSS/diss/jpas/faq-eqip.html> for more information.







# CMF42 Security Clearance & Citizen Status



Active Army Data Source: EDAS / 02 Oct 09

MOS / POPULATION	42A		42F	
	13,627		426	
TYPE CLEARANCE	#	%	#	%
w/ TOP SECRET or INTERIM	1,711	12.6%	21	4.9%
w/ SECRET or INTERIM	9,174	67.3%	361	84.7%
<b>TOTAL w/ CLEARANCE</b>	<b>10,885</b>	<b>79.9%</b>	<b>382</b>	<b>89.7%</b>
<b>TOTAL w/o CLEARANCE</b>	<b>2,742</b>	<b>20.1%</b>	<b>44</b>	<b>10.3%</b>

USAR (AGR, IMA, IRR, TPU) Data Source: TAPDB-R / 7 July 09

MOS / POPULATION	42A		42F	
	15,627		313	
TYPE CLEARANCE	#	%	#	%
w/ TOP SECRET or INTERIM	455	2.9%	0	0.0%
w/ SECRET or INTERIM	9,560	61.2%	219	70.0%
<b>TOTAL w/ CLEARANCE</b>	<b>10,015</b>	<b>64.1%</b>	<b>219</b>	<b>70.0%</b>
<b>TOTAL w/o CLEARANCE</b>	<b>5,612</b>	<b>35.9%</b>	<b>94</b>	<b>30.0%</b>

**FIGURE 1**

National Guard Data Source: TAPDB-G / 02 Sep 09

MOS / POPULATION	42A		42F	
	17,029		305	
TYPE CLEARANCE	#	%	#	%
w/ TOP SECRET or INTERIM	868	5.1%	5	1.6%
w/ SECRET or INTERIM	11,427	67.1%	241	79.0%
<b>TOTAL w/ CLEARANCE</b>	<b>12,295</b>	<b>72.2%</b>	<b>246</b>	<b>80.7%</b>
<b>TOTAL w/o CLEARANCE</b>	<b>4,734</b>	<b>27.8%</b>	<b>59</b>	<b>19.3%</b>

CMF42 Non-U.S. Citizens:    Active - 336    USAR - 883    NG - 216



42A/F SECURITY CLEARANCE STATUS BY RANK w/o TTHS							
GRADE	NONE	%	SEC	%	TS	%	TOTAL
E01	67	30%	157	70%	1	0%	225
E02	111	21%	406	78%	4	1%	521
E03	265	16%	1357	83%	10	1%	1632
E04	1037	27%	2707	70%	109	3%	3853
E05	803	27%	1860	62%	330	11%	2993
E06	381	17%	1402	62%	466	21%	2249
E07	116	6%	1245	65%	562	29%	1923
E08	6	1%	331	63%	186	36%	523
E09	0	0%	70	52%	64	48%	134
<b>TOTAL</b>	<b>2786</b>	<b>20%</b>	<b>9535</b>	<b>68%</b>	<b>1732</b>	<b>12%</b>	<b>14053</b>

**FIGURE 2**





# Manning Army National Guard Units for Deployment

By COL Kelly C. MacNealy



**“Our goal is to achieve full spectrum readiness for ARNG units and full deployment readiness on mobilization. I would like you to outline the systemic policy changes needed to enable Guard units to achieve and maintain P1 personnel readiness standards during pre-mobilization...”**

**General George W. Casey, Jr.**

Reliance on the Army National Guard (ARNG) to meet the Army’s needs in the global war on terror since 9/11 has transformed the Guard from a strategic reserve to an operational force. The Army developed its Force Generation (ARFORGEN) model as a way to generate ready forces from all three Army components to meet global force requirements. The protracted global war on terrorism (GWOT) compounded the Army National Guard’s ability to meet personnel requirements for deploying units. The ARNG must develop and implement systems to increase availability of deployable Soldiers and cross-level Soldiers to meet future needs based on the Army Force Generation model.

This article examines the shortage of available personnel in ARNG Brigade Combat Teams (BCTs) just prior to mobilization and the National Guard’s ability to increase the BCTs available personnel from 65% to 100% available. Current policies in filling deploying units are resulting in negative effects for later deploying units and Soldiers. DA and NGB must change the current systems to increase availability of Soldiers and meet future personnel needs based on the ARFORGEN model.

**Manning Army National Guard Units For Deployment.** Anticipating the extended period of conflict associated with GWOT, the Army developed ARFORGEN to help generate ready forces from all components to meet global force requirements and assist with predictability. Along with ARFORGEN, Secretary of Defense Robert M. Gates approved a change in policy in 2007 that has three key provisions. It allows: 1) remobilization of Reserve units in support of GWOT; 2) 12 month mobilization time; and 3) realignment of many training tasks from post-mobilization to pre-mobilization. In part, this change was the result of Reserve Component organizations running out of units that had not already mobilized, as portrayed in the “What’s Left?” briefings at the National Defense University. Due to this change in policy, the ARNG must reassess its practice of cross leveling Soldiers and units. The near-term benefit of cross leveling mortgages the readiness of later

deploying units.

**Background.** The Executive Branch of the United States has authority codified in Title 10 of the United States Code. Section 12302 is clear on National Guard and Reserve unit mobilization. In part, it states:

“In time of national emergency declared by the President after January 1, 1953, or when otherwise authorized by law, an authority designated by the Secretary concerned may, without the consent of the persons concerned, order any unit, and any member not assigned to a unit organized to serve as a unit, in the Ready Reserve under the jurisdiction of that Secretary to active duty for not more than 24 consecutive months.”

The code is clear in three specific areas. First, it allows proper authorities to mobilize units, but it does not specifically authorize involuntarily cross leveling of Soldiers from one unit to another, a common practice since 9/11. Second, the appropriate authority may order individuals that are not part of a unit to mobilize with a unit while in Individual Ready Reservist (IRR) status to fill shortages in units, whether Active, Guard or Reserve. Third, mobilization time cannot be for more than 24 consecutive months.

In testimony before the Commission on the National Guard and Reserves in December 2006, witnesses described the horror of cross leveling. They revealed that the Army Reserve stripped (cross-leveled) the 227<sup>th</sup> Transportation Company of both its leadership and its personnel with the Military Occupational Specialty (MOS) of 88M to support other units deploying as part of OIF I. That same unit mobilized as part of OIF II, but over 80% of its Soldiers were cross-leveled into the unit from other units including the Commander and 1SG.

A BCT from the ARNG formed at the mobilization station with 2,500 Soldiers from Minnesota, 600 Soldiers from Indiana, 305 Soldiers from Nebraska, 117 Soldiers from New Jersey, 77 Soldiers from Kentucky, 18 Soldiers from Utah and 117 Soldiers from Kansas.





**Dusty skies set in as a lone Virginia National Guard Soldier from 1st Battalion, 116th Infantry Regiment, headquartered in Lynchburg, VA, looks down across a valley from the Ziggurat of Ur near the Tallil Airbase in Iraq.**

The 288<sup>th</sup> Sapper Company of the Mississippi Army National Guard mobilized in early 2007 with all 104 Soldiers deploying on a volunteer basis; 78 of these Soldiers had less than 16 months dwell time from a previous mobilization. The unit had been part of the 155<sup>th</sup> Separate Armored Brigade structure that demobilized in February 2006 and, due to restructuring of the BCTs, reflagged under a different command as part of Engineer modularity and mobilized in less than 1 year after its return from deployment. The Adjutant General required Commanders throughout Mississippi to advertise the need for volunteers to fill the ranks stating he could not require those same Soldiers to deploy again within 16 months of an 18 month deployment. Three months later the unit had Soldiers identified to meet the personnel requirements for mobilization. They mobilized two months later.

Although these are extreme examples of wholesale personnel cross leveling, many ARNG units can tell similar stories of how they filled their ranks.

DoD Directives relevant to rotations of Reserve Component units in support of operations in Bosnia and Kosovo encouraged the use of volunteers to the greatest extent possible. Support of these operations during the period between Desert Storm and 9/11 were effective and, for the most part, went unnoticed as Soldiers volunteered to fill a specific manning document for a specific force protection mission. Prior to 2002, an average of one out of 38 BCTs deployed at a given time. Individual States' ARNG commands had responsibility for supporting the rotations at that time. The next State in the queue would typically pick 500 volunteers for a mission out of an average State strength of 6,500. Even with the relatively few units and Soldiers mobilized during this period, non-mobilized units within the State had a 5-10%

shortage of personnel that they could not fill. This is because personnel in one unit were on temporary loan to the deploying unit and could not "back-fill" the position. This negatively affect unit readiness.

**Brigade Combat Teams.** The 15 BCTs in the ARNG are currently on a five-year ARFORGEN rotation with three BCTs per year in the ready state. Looking specifically at two of the 15 ARNG BCTs, the 30<sup>th</sup> BCT, from the North Carolina ARNG (NCARNG), deployed on its first rotation in 2003 and again in February 2009; and the 155<sup>th</sup> BCT, from the Mississippi ARNG (MSARNG), first deployed in 2004 and again in May 2009.

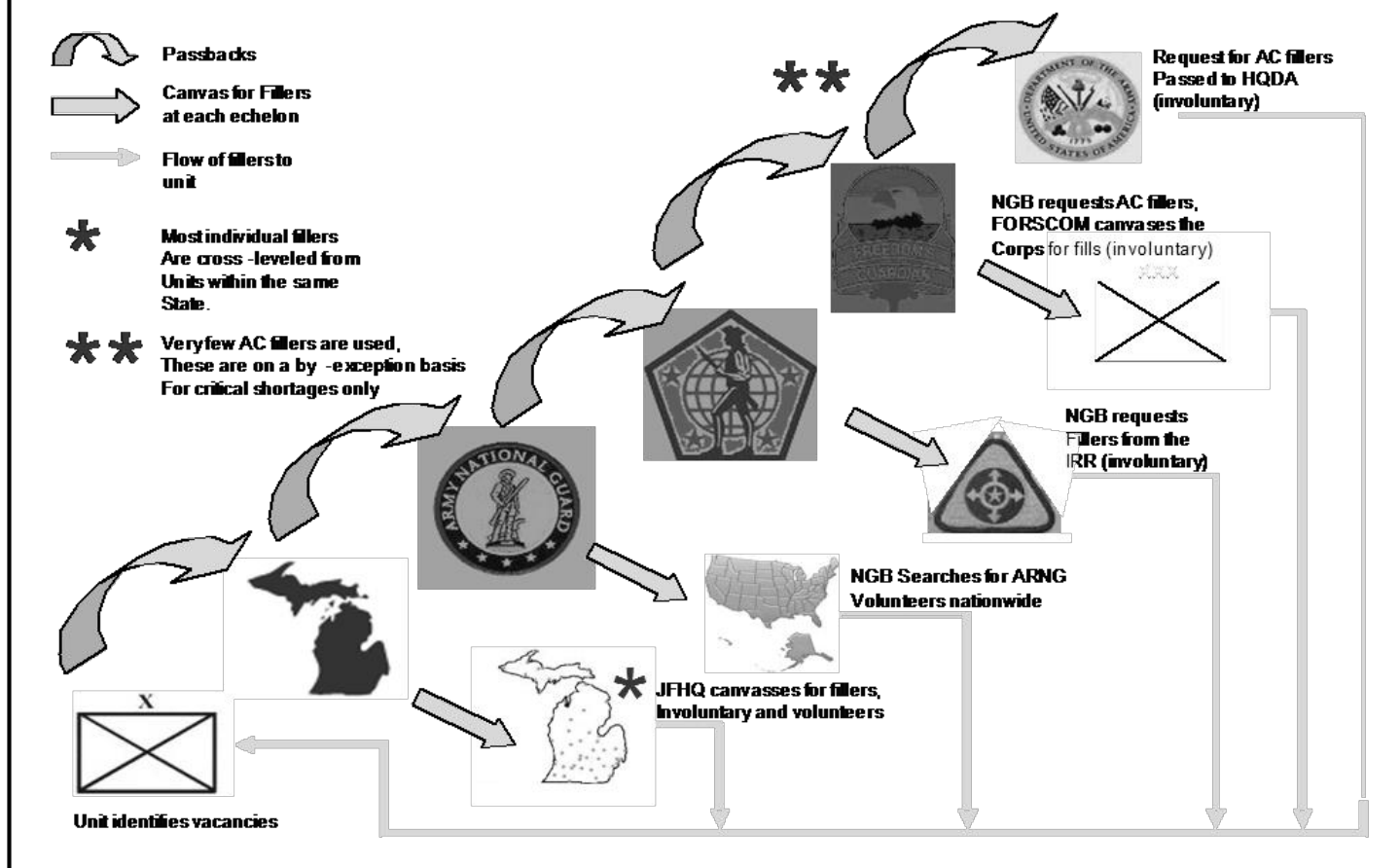
The personnel turbulence rate is the sum of a BCT's gains, losses, transfers-in and transfers-out divided by that specific unit's end strength within a particular state. The NCARNG filled 98% of their unit for the first deployment and 96% for the second deployment from within their state through cross leveling. In 2003, the 30<sup>th</sup> BCT mobilized for the first time in support of GWOT by deploying 4,700 Soldiers. The turbulence rate in the year prior to this mobilization had been running 5.01%, yet it spiked at 16.82% just prior to mobilization. The turbulence rate after mobilization was 6.01%, and again spiked at 23.89% just prior to their mobilization in 2009.

In contrast, the 155<sup>th</sup> BCT mobilized for the first time in support of GWOT in 2004, deploying 3,292 Soldiers. The unit's turbulence rate in the year prior to this mobilization averaged 4.36%, but jumped to 23.18% just prior to mobilization. The turbulence rate after mobilization averaged 5.69%, and increased to about 8% for several consecutive months prior to their mobilization in 2009.

Due to over 60% of the MSARNG being mobilized or on alert in the FY 09-10 period, the State's Adjutant General (TAG) requested NGB help find over 700 Soldiers from other States to fill the unit at mobilization (called 'pass back'). As a result, the 155<sup>th</sup> BCT received the following companies from other State or Territory ARNG entities (company "plugs"): two companies from the Ohio ARNG; one company from the Kentucky ARNG; and one company from the District of Columbia ARNG. In addition, NGB requested 130 IRR Soldiers to fill the remaining positions in the 155<sup>th</sup> BCT. This was all after the MSARNG cross-leveled 128 Soldiers from other MSARNG units. If the MSARNG had filled the 155<sup>th</sup> BCT completely from within the State, the turbulence rate would have been 24.2%.

By comparing these two BCTs, we can see an increase in turbulence between first and second mobilizations. This trend is very similar when looking at other BCT formations across the National Guard. With almost 25% of the BCT's unit personnel

# Cross Leveling Process - ARNG



changing in one month, just prior to mobilization, the risk of having Soldiers and the unit unprepared at mobilization increases drastically. The average end strength for BCTs during pre-deployment over the past two years is 3,800 and the average turbulence is 1,644 Soldiers for the 12 months prior to mobilization. This astounding rate of over 23% has been increasing since the first ARNG BCT deployed.

Since the turbulence rate is only counted within a specific State and does not include fillers (unit ‘plugs’, Active Duty or Reserve ‘fillers’, IRR, etc.) the actual turbulence for a BCT can run much higher. The 1-34<sup>th</sup> BCT from the Minnesota ARNG (MNARNG) deployed in 2005 with 47% of the mobilized strength coming from outside the BCT’s available strength pre-alert. The 1-34<sup>th</sup> received 40% of their deployed strength from other units in the MNARNG, 6% from the IRR and 1% from other Guard states and the Active Component. The implications of increased turbulence on readiness are particularly troubling for leaders.

**Cross Level Procedures.** One of the most significant challenges in mobilizing BCTs is pinning down personnel shortages and the ability to track progress in filling those shortages. Current practices

within the National Guard, for units identified for sourcing, include a pre-mobilization meeting conducted 12 months prior to the unit’s mobilization. This meeting involves NGB and the respective state’s mobilization readiness team. During this initial meeting, the group analyzes the readiness of the mobilizing unit, including projected personnel shortfalls the State cannot fill. The chart above provides a graphical representation of the cross leveling process.

In the case of 155<sup>th</sup> BCT, the MSARNG identified an initial shortfall of 700 Soldiers they could not fill from State assets. NGB identified four plug units from other states (two OH, one KY, one DC) for mobilization approximately nine months prior to mobilization and requested an additional 130 IRR fillers to meet the unit at the mobilization station.

Cross leveling is often considered “cherry picking” Soldiers from their hometown unit to mobilize with a unit from another town. The formations from other towns pay the price of these Soldiers placed on “temporary loan”. This practice of cannibalization has broken unit cohesion in almost every “small town USA” that has an ARNG unit.

The MSARNG, like many other States, developed





an involuntary cross level policy in 2003 to ensure units that deployed met P1 readiness standards. This policy used the SIDPERS database to fill personnel requests from deploying commanders by exempting those on voluntary mobilization and Active Guard Reserve (AGR) Soldiers. The policy had no exceptions for Soldiers with recent/prior mobilizations or Soldiers in units with a future deploying date. After the 155<sup>th</sup> BCT deployment in 2004 and the combat deaths of several Soldiers that had been cross-leveled, MG Cross, the TAG of the MSARNG at the time, revoked the cross leveling policy. From 2005 until late 2008, the MSARNG only filled units with volunteers and the remaining personnel shortages became pass backs to NGB.

In October 2008, the new TAG of MSARNG, MG Freeman, instituted a new cross leveling policy that exempted members of future deploying units (sourced units thru FY 12), Soldiers over the age of 58, and Soldiers with less than 24 months dwell time from the last month of hostile fire pay. The State's G1 developed a database using SIDPERS data and incorporated hostile fire pay data provided by NGB, along with a flow chart used in the involuntary selection process. The cross level flow chart uses volunteers first, then goes to those without hostile fire pay, then those with hostile fire pay prioritized by grade, then date of rank. If no Soldier meets the requirement for fill, the State passes the shortage to NGB for fill.

The NCARNG has also gone through various cross leveling procedures and has adjusted its policies since 2003. The 30<sup>th</sup> BCT was the first ARNG BCT to mobilize in support of GWOT in 2003. During its first mobilization, the process was centralized, not by choice, but due to the fact they only had three weeks notice to mobilize. They established a system for Soldiers to volunteer, but also established an ad hoc system, worked by both the NCARNG J1 and J3 mobilization team, to fill positions using an involuntary cross-leveling system. Although they did not keep an accurate count, they estimated that between 900 and 1,000 of the unit's final headcount of 4,700 Soldiers, were either involuntarily cross-leveled or volunteered from other units in the NCARNG.

Like many States, the current system used by the NCARNG has matured with trial and error over the past six years. In 2008, the 30<sup>th</sup> BCT received notice for a second deployment that would be a full spectrum operation requiring full personnel readiness and duty qualification for all authorized positions. With over 12 months of notice for the second deployment, the NCARNG began to identify all the vacancies. The process called for the J1 to conduct formal boards that included representation from each of the NCARNG's Major Subordinate Commands (MSC's). Each MSC produced lists of potential fills against vacancies following rules that exempted: Soldiers with less than 24 months of dwell time; key leaders; key full time support Soldiers; units on the "available" list over the

next 24 months; and those Soldiers exempt due to being in an officer producing program. Each formal board included members from subordinate units, to select Soldiers to be involuntarily cross-leveled. A second and third round of boards were required which included adjusting business rules such as adding future deploying units due to the increased demand to fill vacancies. In February 2009, the 30<sup>th</sup> BCT's final mobilization strength was 3,503 with 1,027 of these Soldiers placed by involuntary cross leveling and 325 as volunteers along with over 200 fills from the IRR.

These are just two examples of how cross leveling is currently conducted and how States have changed their processes over the past 6 years. There are 54 ARNG States and Territories, which means there may be up to 54 ways of cross-leveling soldiers.

The following recommendations are offered:

- ✓ **The "T" Account.** The ARNG needs a TTHS type account, with the emphasis on the "T" for training, to assign Soldiers to until they complete IET. This would have an immediate and dramatic affect on unit readiness, as existing laws and policy require units to assign new ARNG recruits against unit positions. This results in skewed personnel reports and gives a false sense of unit readiness. The majority of ARNG Soldiers are part time and the majority of them attend professional schools through a combination of correspondence, distance learning, and two-week resident courses. This means there is little need within the ARNG for the "transient", "holding" or "student" accounts of the Active Army TTHS account, only the "T" for training account.
- ✓ **Reduce the time from enlistment to IET.** The current backlog of untrained Soldiers in the training pipeline negatively affects ARNG readiness. Reducing the current time from which the average Soldier enlists until starting training from 7 months to 3 months, would increase overall personnel readiness and provide a larger pool of deployable Soldiers.
- ✓ **The IRR.** The IRR provides the capability for fillers as part of the total force. The IRR consists of approximately 75,000 Soldiers who are available to fill shortages. The Army should first use the IRR rather than cross leveling as the primary source of fill to a maximum of 10% of unit deployable strength if needed to fill vacancies rather than involuntarily cross-leveling Soldiers from future deploying units.

Per the great military philosopher Sun Tzo who authored **The Art of War**, "Put men from the same villages together and the sections of ten and the squads of five will mutually protect one another" is still relevant when analyzing the mobilization of ARNG units. We should not throw together a mix of individuals at the last minute to go fight a war on America's behalf. We can and must do better for our soldiers and our country.



# Seven Myths about the Army National Guard

By CSM(R) Thomas M. McNamara, Jr., AGCRA Potomac Chapter



Everyday, it seems, someone brings up an old saying that misrepresents one aspect or another of the Army National Guard. Most are not malicious, but the lack of understanding does not reflect most favorably on the Guard. In the spirit of professional development, we offer the following.

**That Soldier is in the U.S. Army National Guard.** In a word, that is a misnomer. The Army National Guard of the United States (ARNGUS), commonly called the Army National Guard (ARNG), is defined in section 10101 of Title 10, United States Code. There is a fine legal distinction between ARNGUS and ARNG but, today, all the members of the Army National Guard are federally recognized and, thus are members of the ARNGUS.

**The National Guard is a State force and does things the way each State wants.** The National Guard comprises the Army National Guard and the Air National Guard (ANG) as defined in Titles 10 and 32 of the U.S. Code. From our birthday on 13 December 1636 in the Massachusetts Bay Colony, the militia was concerned with the defense of our communities and what became the States. Organized in the States -- the 50 States, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, and the District of Columbia -- under Article I, section 8 of the United States Constitution *“The Congress shall have power to ... provide for organizing, arming, and disciplining, the Militia, and for governing such part of them as may be employed in the service of the United States, reserving to the States respectively, the appointment of the officers, and the authority of training the Militia according to the discipline prescribed by Congress.”* With the creation of the Air Force in 1947, the National Guard was split in two and became the Army National Guard and the Air National Guard (ANGUS/ANG).

The “discipline prescribed by Congress” is the body of laws and policies that affect the National Guard in our federal role as a Reserve of the Army. Codified in Title 10, they prescribe the composition of the Army as, *“the Regular Army, the Army National Guard of the United States, the Army National Guard while in the service of the United States, and the Army Reserve.”* A later section

describes the Air Force in like terms. Based on this, we are organized on the same lines with much the same organizational documents as the Regular forces, train to the same doctrine and standards, and wear the same uniform. There are additional responsibilities on the use in the purely National Guard status for the safety and security of the States most commonly performed in State Active Duty.

**When Guard Soldiers are on active duty, they cannot wear State items.** That is true, but most of what we think of as active duty is not. ARNG Soldiers perform most of their active service on full-time National Guard duty (FTNGD) under Title 32, U.S. Code. Whether at Annual Training (AT) for two weeks, attending the Warrant Officer Advanced Course at Fort Jackson, or the Sergeants Major Course, our Soldiers are still in a State-controlled status. As such, when wearing the service and dress uniforms, they may wear the categories of State awards with their federal awards as authorized in AR 670-1, Chapter 29.

**We need to put some UCMJ on that Soldier.** The Uniform Code of Military Justice is part of Title 10, U.S. Code and individuals must be in a status under Title 10 before they can be subject to it. During their periodic training in Inactive Duty Training status, and all the forms of full-time National Guard duty status, ARNG Soldiers are covered by the State Military Code or some other aspect of State, Commonwealth, Territory, or District laws. A few States have adopted codes patterned on the UCMJ, but not all. A Soldier who commits an offense while in a status under Title 32 must be referred to the State for action.

**The States have all kinds of benefits that are better than those for active duty.** While it is true there are a variety of benefits when looked at across the States, every State has its own list. A lot of folks think those National Guard automobile plates or tags are free, but not all are. In some States, after you register your car and pay for your plates, you can pay extra to get a set of National Guard plates, or you may get them free. But, there is no rule or standard.

Most States offer some form of educational assistance to Guard members. Whether a stated



amount of financial assistance or a waiver of tuition or other expenses, the programs run the gamut. Some States also have enlistment incentives in addition to those from the Army. And then, depending upon the State, there may be discounted or free hunting and fishing licenses, discounts in State parks, group life insurance, reduced or no state income tax on Guard income, and the list goes on.

**And all of that is free!** Not quite. The cost is the extra time and involvement to practice a higher form of citizenship. This involves the commitment to help when the State is threatened by natural disaster or some form of disorder beyond the capabilities of civil authorities. It involves immediate response to fill sandbags and patrol devastated neighborhoods after floods, tornadoes, hurricanes, wild fires, mud slides, snowstorms, and the list goes on.

**Well, aside from that business you Guard folks have it pretty good.** Yes, but only if you consider balancing all the requirements of your civilian job against the demands to maintain skill proficiency along with those of professional development and leadership demands required of your military assignments. While many duty and training periods are paid, many are not when the budget runs out.

Promotions are not as easy to come by in the Guard as many would think. We are the epitome of the regimental system as evidenced by the oldest regiments in the Army. The lineage and honors of the North, South, and East regiments of the Massachusetts Bay Colony continue today in the units of the Massachusetts ARNG. From the First Muster on 13 December 1636, to the original Patriot's Day, 19 April 1775, with the British march on Lexington and Concord, through every skirmish and war in which our Nation has been involved, we stand ready to fulfill our assigned roles.

**Always Ready, Always There.** This one is no myth. The business of Soldiering is not something to be taken lightly as the costs of inadequate performance are severe. To paraphrase an old saying, these are serious times for serious people. Here are two final, very basic charges our Nation has laid on our reserve components from subtitle E of Title 10. We do not take them lightly.

**§ 10102. Purpose of Reserve Components.**

***The purpose of each reserve component is to provide trained units and qualified persons available for active duty in the armed forces, in time of war or national emergency, and at such other times as the national security may require, to fill the needs of the armed forces whenever more units and persons are needed than are in the regular components.***

**§ 10103. Basic policy for order into Federal Service.**

***Whenever Congress determines that more units and organizations are needed for the national security than are in the regular components of the ground and air forces, the Army National Guard of the United States and the Air National Guard of the United States, or such parts of them as are needed, together with units of other reserve components necessary for a balanced force, shall be ordered to active duty and retained as long as so needed.***



**Army SPC Carlos Baptista of the Rhode Island Army National Guard's 115th Military Police Battalion takes the U.S. oath of allegiance during his naturalization ceremony at Naval Station Guantanamo Bay, Cuba, April 19, 2010.**



# National Guard Works Hard to Take Care of Its Own

By CPT Marc P. Gerald, National Guard Bureau



War is difficult, to say the least, on Soldiers, and sometimes more so on their loved ones. It is certainly hard for the Soldiers and families of the National Guard, who juggle both their military and civilian lives, even more so while in a combat zone. The Guard tries to ease the stress with special Soldier well being programs. The people who run the programs know all too well how hard deployments can be; most of them are Soldiers or family members themselves.

Some of the programs the Guard offers to its 350,000+ Soldiers and even more family members include: Yellow Ribbon Program, Army Wounded Warrior Program (AW2), Family Readiness Groups (FRG), Family Support Groups (FSG), NG Youth Development Program (NGYDP), National Guard Child Care Program, and even the *Sesame Street: Talk, Listen, Connect Initiative*. This is an innovative program developed by the makers of Sesame Street along with the NG and Reserves that teaches kids of deployed Guardsmen how to cope with the issues surrounding military families. Elmo talks to them about changes that occur when mommies and daddies go to war, and he makes it easier for parents to get their kids through the stresses of deployments.

The Army Yellow Ribbon Program is one program that offers a laundry list of benefits to the NG member and his/her family during all phases of deployment: Pre, During, Post. This program is mandated by Congress and serves as a liaison between the Soldiers (and their families) and the myriad of agencies that they could benefit from, such as VA office, Tricare, and others.

The Army Wounded Warrior Program (AW2) is another important program the National Guard employs to take the best care of its Soldiers as possible. It is a specialized effort to give that added extra care to the Soldiers who receive 30% or more on disability in certain categories as a direct result of being injured or wounded in combat. On April 30, 2010, AW2 will turn six years old. AW2 ensures that the most severely wounded Warriors receive whatever they need for quality of life no matter what their military status is. Of the over 5,000 Soldiers in the program, many of them are National Guardsmen.

The Family Readiness and Support Group

program has become one of the most prevalent organizations for families of deploying Soldiers devised by the military. From new family enrollment to reintegration procedures, FRG stays with the family throughout the deployment cycle. Also, the network established by the FRG is an important one and has proven to be beneficial to its recipients. The NG Family Programs website has a step by step plan for ensuring that each new family becomes part of it. Most importantly, it helps the families involved stay focused on making it through a deployment so that the unit and its Soldiers can focus on the mission, complete it and not be overwhelmed with family concerns or issues.

The National Guard Youth Development Program (NGYDP) is an innovative way to put the kids of National Guardsmen “in their Soldier’s shoes.” It gives NG kids the opportunity to participate in challenging camps, similar to basic training, go through leadership symposiums and seminars, and come together in teen panels to hear the opinions and insights from other teens whose parents are in the NG. The program also has some other resources parents and youth can tap into, such as [www.tutor.com](http://www.tutor.com) and “Sittercity” which the NG highlights on its websites.

The National Guard Family is as important to the leadership as is the mission. They all know that it’s the Soldier who completes the mission, and if the Warrior knows his family is being taken care of, he will focus on the task at hand and complete it without hesitation. The Guard’s Family Program mission is, “to establish and facilitate ongoing communication, involvement, support and recognition between National Guard families and the National Guard in a partnership that promotes the best in both.” Most National Guardsmen would say the mission is successful.





# Retroactive Pay Linked to Reserve Component Members or Former Members

*By Mr. Ray Holdeman, NGB Personnel Policy and Readiness Division*



Certain Soldiers or former Soldiers of the Army National Guard who served on a mobilization ending in the fall of 2007 may be entitled to retroactive pay to the tune of \$200 per day for each day earned under the Army Post Deployment / Mobilization Respite Absence (PDMRA) Program. Beginning early February 2010 the United States Army and subsequently the Director of the Army National Guard published policy and guidance for paying a long over due bill from the beginning of the PDMRA program.

On 19 January 2007 the Secretary of Defense (SECDEF) signed a new policy which directed that Reserve Component Soldiers who were mobilized more frequently than 1 in every 6 years (1:5) would be compensated for their service and repeated sacrifice. The Under Secretary of Defense then published the policy known today as PDMRA for the Service Secretaries to implement with specific guidance that such policy would be effective 19 January 2007. However, the corresponding Department of the Army policy was not published until 18 August 2007 and had no provisions for retroactive entitlement to 19 January 2007, thus creating a Shadow Area where Soldiers coming off of, or currently on Active Duty under the proper authority did not receive the benefit of PDMRA for the period 19 January 2007 through 18 August 2007.

To be eligible for payment under this program, Soldiers and former Soldiers must have served on Active Duty more often than the 1:5 dwell time goal established by SECDEF, and must meet the following criteria as well: you must have served on Active Duty pursuant to Title 10, section 12302, 12304, 12305 and some 12301(d) authority during the period 19 January 2007 and before 18 August 2007. That same period must have been under way on, or after 19 January 2007, and you must have left a theater of operation or state

processed off of active duty prior to 18 August 2007. Payment due must be calculated using a special on-line application developed for this purpose.

After two years of debate and numerous iterations of legal proposals, Congress finally signed Section 604, National Defense Authorization Act, Fiscal Year 2010 into law authorizing this retroactive pay to compensate these Shadow Area Soldiers on 28 October 2009. The law provides that the pay is for members, and former members. That means if you have since left the Service under an Honorable Discharge, Retired or Medically Separated, you may be eligible for back pay.

Army National Guard policy clearly defines all eligibility and may be found on the following website: [virtualarmory.com](http://virtualarmory.com). You will need to log into the web site and follow the links to Operational Messages, then Personnel Policy Operational Messages (PPOM) to find NGB-ARH Policy Numbers 10-013, and 10-014. If you think you might be eligible for payment under this program, you should contact your local Army National Guard Military Personnel Office for assistance, or may call (703) 607-3293 for information about your State or Territory point of contact.







# The Future of the Adjutant General Captains Career Course-Reserve Component (AGCCC-RC)



*By Major Rita Spence*

The Army Reserves have a rich and impressive history dating back to the Medical Reserve Corps in 1908. The Medical Reserve Corps formed to provide available trained officers in a reserve status during a time of war. Since then, the Army Reserves continues to support full spectrum operations. Reserve officers understand the importance of continuous development in operational assignments, education, training as well as responsibility for self-development. Professional Military Education (PME) is an important and critical part of career progression. Many reserve officers wait or are forced to wait to attend their PME due to deployments or their civilian employers unwillingness to release them.

As an instructor and advisor for the AGCCC-RC course, the goals of this article are to provide information on the future changes of the course, recruit more officers to attend PME training and increase class enrollment.

The future of the AGCCC-RC course will potentially increase in distributive learning (dL) hours to support Captain educational requirements for full spectrum operations and meet current and future requirements of Army Force Generation (ARFORGEN). Though Reserve Soldiers have additional requirements of balancing civilian and military obligations, Soldiers have a responsibility to maintain proficiency in their designated technical branch training and answer the call to duty.

The current program of instruction for AGCCC-RC lists four phases. The first phase, commonly known as C5, was eliminated as of 15 March 2009. It is no longer a prerequisite to attend the Captains Career Course. The United States Army Combined Arms Center (CAC) created a new common core for all CCC curriculums. In the future, the AGCCC-RC will implement the new common core as distributive learning (dL).

The lesson plans for branch technical / functional training will convert from knowledge based into the experiential learning model (ELM). The model focuses on content and process. It allows Soldiers to experience the issues as well as identify them intellectually. The ELM consists of a small group leader and group members in an

experiential setting. The small group leader is able to identify a group member's learning stance (interest, involvement, motivation, attention span, readiness, etc.) better in a smaller setting than larger setting compared to the current knowledge based setting. What does this mean to a Reserve CPT? Prerequisites will take longer to complete with additional dL hours; thus prolonging the time to attend the resident phases. The course will include small group instruction methodology instead of the large group methodology. Small group instruction requires a 1:16 ratio representing one instructor per 16 students. If AGCCC-RC classes are fewer than 16 students, small group instruction is challenging to maintain.

Since phase I is no longer a requirement, the current AGCCC-RC consists of three phases. Phase II is one of two active duty training (ADT) sessions. It is a resident phase to prepare human resources (HR) professionals performing duties at the tactical and operational levels as a Brigade or Battalion S-1, or an HR planner, integrator, and coordinator. Captains are better prepared to serve in theater-level HR structures planning, coordinating and executing their core competencies.

Phase III is dL divided into two courses; the S-1 Coordinating Module and the Human Resources Coordinating Module. Currently, phase III is undergoing a redesign to update material, maintain equivalency with the active AGCCC courses and integrate the new FM 1-0.



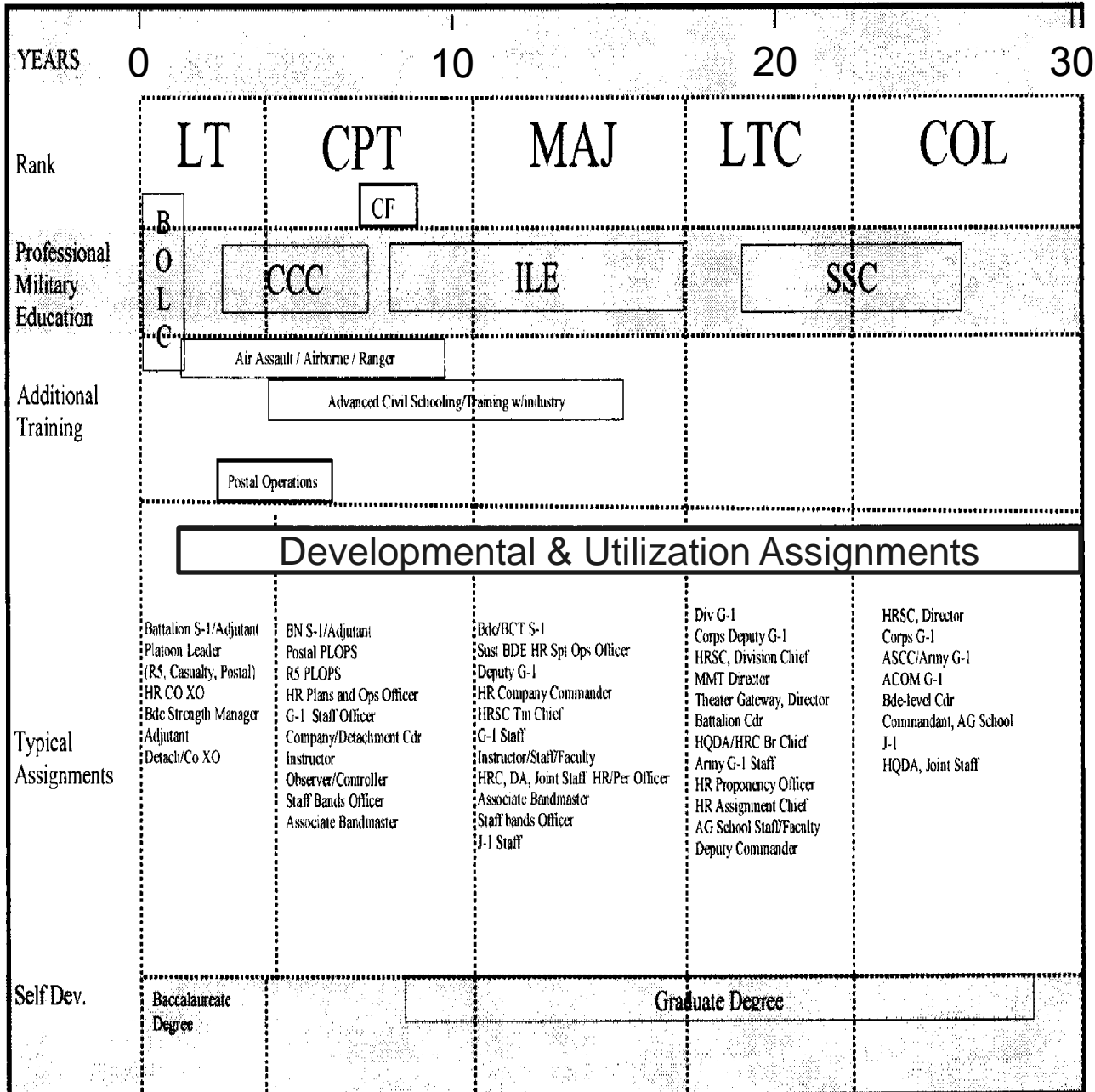
**AGCCC-RC Class 02-09, Phase 2**



Phase IV is a resident phase during the final ADT period that currently conducts training on the Military Decision Making Process and HR plans and operations.

Many officers attending the current AGCCC-RC have expressed their concerns in completing the three phase course in a timely and proficient manner. As we analyze the number of officers cancelling their PME training, one must ask the question – how will the future AGCCC-RC affect Reserve officers who are not afforded the opportunity to attend PME? The solution requires team work on the part of leaders, units, and Soldiers.

First, I challenge leaders to continue encouraging and mentoring their officers through effective counseling in career progression. As leaders, one of our key responsibilities is ensuring our Soldiers are afforded the opportunity to attend professional development courses to enhance leader development. Second, units continue to monitor your officers to ensure scheduling and completion of



Army Development Model (Fig 36-1, DA Pam 600-30)

required PME. We expect our Reserve Soldiers to be competent and confident. Set them up for success. Ensure they maintain proficiency in their designated branch. Soldiers who attend PME are more competitive for promotion and acquire the skills to take on more challenging assignments.

Redesign of the Adjutant General Captains Career Course-Reserve Component is forthcoming. Change will caused an increase in dL hours and emphasis on small group methodology. Though Reserve Soldiers are faced with many challenges in completing their PME, it is a Soldier's responsibility to seek self development. PME completion requires leaders (both military and civilian) and units to support Soldiers by allowing them the opportunities to attend.



**AGCCC-RC Class 02-09, Phase 4**



**AGCCC-RC Class 03-09, Phase 4**



**AGCCC-RC Class 03-09, Phase 2**



**AGCCC-RC Class 01-10, Phase 4**



# Transformation of the Army Reserve

By Mr. Robert P. Feliu, U.S. Army Reserve Command



**Introduction.** The substantive and successful transformation of the U.S. Army Reserve from a “strategic reserve” force to an “operational reserve” force has been a part of the U.S. Army’s overall transformation. In short, the Army Reserve is reorganizing to better serve the Army’s operational needs instead of remaining the strategic force it represented in the past.

This process of change reflects tacit comprehension of what is needed to effect change within the Army Reserve by implementing substantive enhancements and improvements to the organization. In the final analysis, as stated by LTG Jack C. Stultz, the current Chief of the Army Reserve, the desired end state would be for the nation to have “an Army Reserve with a culture that embraces continuous Transformation that is capable of predictably and perpetually providing relevant operational forces to combatant commanders, and maintains strong mutually supporting Warrior-Citizen relationships among Soldiers, [their] families, employers and the Army.”

**Background.** Wherever the U.S. Army commits forces in the world – the Balkans in Eastern Europe, the Philippines, Iraq, or Afghanistan – Soldiers in the Army Reserve are an integral part of the operation, providing critical support, force protection, and augmentation. No longer a “force in reserve,” the Army Reserve has become an “operational reserve” and a full partner across a broad spectrum of operations, from major combat operations to homeland defense, from peacekeeping to humanitarian missions. The terrorist attacks on September 11, 2001 and the Global War on Terrorism (GWOT) have only intensified the pace of operations for the Army Reserve, reinforcing the need for constant readiness and speedy, flexible mobilization of Soldiers and units.

**USARC.** The U.S. Army Reserve Command (USARC) is responsible for personnel and career management for Troop Program Unit (TPU) Soldiers, while the U.S. Army Human Resources

Command (HRC) manages Active Guard and Reserve (AGR), Individual Ready Reserve (IRR), and Individual Mobilization Augmentee (IMA) Soldiers. When called upon, the Army Reserve provides units to augment existing forces.

In September, 2003, LTG James R. Helmly, then the 11th Chief of the U.S. Army Reserve, stated that the Army Reserve would implement a transformation plan to create a better balance between answering the call to duty and taking care of Army Reserve Soldiers and their Families. The intent would be to build a rotational force, so that the Army would not have to mobilize an Army Reserve Soldier for more than a 9 to 12 month period within a 5 to 6 year window. The Army Reserve would add Soldiers in high-demand jobs, lessening the burden on those already in these fields and providing a more predictable deployment routine for Soldiers, their Families, and their employers. This plan would provide greater security for the country.

The Army Reserve would start to reengineer the mobilization process to make it more streamlined, refocusing regional commands to better support Soldiers and their Families,



Reservists executing casualty operations in Iraq.



**A Reserve officer assists two U.S. Marine Corps helicopters make a landing near Gardez, Afghanistan.**

restructuring units for increased relevance, improving human resources operations, and improving the pool of skilled Soldier volunteers for combatant commanders.

The Federal Reserve Restructuring Initiative, or FRRI, would later become the Army Reserve's contribution to Army Force Generation, or ARFORGEN. The FRRI would be synchronized with the Army's Transformation Campaign Plan and would address personnel, operational, readiness, and transformation priorities.

The FRRI enhanced flexibility and responsiveness to America's foreign and domestic security needs. The FRRI end state describes an Army Reserve force that is fully manned, equipped, and resourced. This force consists of ready, relevant, flexible, and adaptable units available for worldwide deployment. The Readiness Command Restructuring (RCR) initiative and the subsequent Regional Support Command (RSC) concept focused on individual and unit readiness, leader development, training, and growth.

LTG Helmly advocated and directed his staff to implement "The Six Imperatives". These six imperatives would serve as the master template for the transformation of the Army Reserve, a systematic adaptation which would make certain that the Army Reserve remains a credible and able force, capable of accomplishing any assigned mission and confronting any challenge. The six imperatives are:

1. Reengineer the mobilization process to streamline and automate procedures that are currently time-sensitive, paper-based, and multi-layered in order to respond more quickly to combatant commanders' needs.
2. Transform command and control to focus

regional commands on training, leader development, unit readiness, and shorter mobilization timelines to focus against the core mission of providing trained, ready Soldiers and units when needed.

3. Restructure units into a flexible and adaptable force that meets anticipated mission requirements within the resource cap of 205,000 Soldiers. Divest unit-organization structure that is irrelevant, habitually unready, or too costly to modernize in order to deliver maximum value and utility for the resources expended.

4. Improve Human Resources staff, technologies, and business practices to assist commanders and leaders at all levels to recruit, develop, train, and care for Soldiers, Families, civilians, and contractors to support individuals in the Army Reserve and ensure they are trained and ready when called.

5. Build a rotational-based force so that a Soldier will only deploy 9 to 12 months every 5 to 6 years. Create additional depth in high-demand capabilities in order to provide stability and predictability to Soldiers, Families, and employers while simultaneously supporting GWOT, major combat operations, and small-scale contingencies.

6. Improve individual support to combatant commanders by increasing the number of trained and ready Soldiers in critical military occupational specialties available for individual augmentation so that we can overcome past impediments - systems issues, red tape, and communications problems.

***Army Reserve Transformation (2007 to the Present).*** In October, 2007, as the U.S. Army Reserve approached its 100<sup>th</sup> anniversary, it entered into a new phase of service when the newly approved Army Reserve Command and Control, or ARC2, was implemented. As part of the larger vision of transforming the Army Reserve from FY 07 to FY 09, ARC2 would facilitate the realignment of the Army Reserve into a functional command structure. During this time, commands and units transitioned from the legacy force structure to the future force structure. New units were established under the future force, consisting of three main categories: Operational and Functional (O&F) Commands, Support Commands, and Training Support Commands.

In FY 10, the majority of Army Reserve units are now assigned to 22 Operational and Functional (O&F) commands. Operational commands are



deployable elements that command deployable units of similar capabilities regardless of peacetime geographic location. For instance, the 377th (Theater) Sustainment Command commands all Army Reserve sustainment units, while the 11th Aviation Command commands all Army Reserve aviation assets. Functional commands are responsible for units of similar capabilities regardless of peacetime geographic location; however, they are not, as headquarters elements, deployable entities. Army Reserve O & F Commands include the following specialties: aviation, civil affairs, psychological operations, communications/signal, deployment support operations, engineering, logistics and sustainment, medical, military intelligence, and military police.

As a part of this realignment, USARC reorganized its command and control (C2) structure to align it with the Army Reserve's end strength to enhance its ability to train and mobilize Army Reserve units and to reflect its expertise in combat support (CS) and combat service support (CSS) functions. The new structure consists of four Regional Support Commands (RSCs). The RSCs support units in a geographical area. As part of transformation, the 10 former Regional Readiness Commands (RRCs) were eliminated, leaving only four in the Army Reserve. These four commands were redesignated as "regional"; the geographical footprint of each RSC increased significantly, but all of the support commands were stripped of their former C2 authority over units in their respective territories. These four RSCs now support subordinate commands by providing base operations (BASOPS) as well as administrative, logistical, and facilities support to all Army Reserve units within their geographic region. Additionally, the RSCs are capable of providing limited peacetime C2 for regionally aligned units.

The training structure has also been transformed in order to streamline command and control. Instead of multiple Army Reserve training divisions, each with its own geographic area of responsibility, the new training structure features four training commands responsible for specific categories of training throughout the United States. Each command is configured for initial entry training, advanced individual training schools, leader development, and battle command training. These commands train Soldiers of the Army Reserve, Army National Guard, and the Active Component through formal classroom and applied training. In essence, these four training commands encompass the TRADOC functions of the Army Reserve.

To bolster training during the mobilization process, there are also two U.S. Army training support commands (TSCs) under the First United States Army, designated First Army East and First Army West. These TSCs provide customized, realistic, unit-specific and operation-specific training. The TSCs plan, conduct, and evaluate training exercises for U.S. Army, Army Reserve and Army National Guard units. In order to support this training framework, the Army Reserve has two of its own units, designated AR (Training) Support Commands, which are aligned under the United States First Army and Divisions East and West to support these training functions.

In summary, the Army Reserve has permanently changed its battle focus and is a full partner with the active-duty Army to provide qualified, well-trained Soldiers in capable units to deploy worldwide to meet any contingency or operation. As Army Chief of Staff George Casey noted in January, 2008, *"To be sure, our Army is being stretched to meet the demands of the current conflict... Our Reserve Components are performing an operational role for which they were neither originally designed nor resourced."*



**Reservists participate in a re-enlistment ceremony on the lawn in front of the US Capitol. The American Army has had to rely more on the Reserves for continuous deployments in Afghanistan and Iraq.**



# Force Shaping in the U.S. Army Reserve

By MAJ Greg Eldred, U.S. Army Reserve Command



At the beginning of 2004, the US Army Reserve's end strength was approximately 212,000. By 2006, the Army Reserve's end strength had fallen to approximately 186,000. Several factors are responsible for the significant personnel loss that took place between 2004 and 2006. During this period of time, the Army Reserve experienced considerable losses to the active Army and National Guard. In FY 05, the Army Reserve lost 3,895 Soldiers to the Army and 1,248 Soldiers to the National Guard. In FY 06, the USAR lost 5,340 Soldiers to the Army and 1,781 Soldiers to the National Guard.

At the same time, Operation Iraqi Freedom and Operation Enduring Freedom increased the operational tempo of Army Reserve units and necessitated frequent overseas deployments for Soldiers and their Family members. To address its shrinking force, the Army Reserve enacted key programs to control losses and boost end strength, such as the revised Conditional Release policy, the Critical Skills Retention Bonus, and the Army Reserve – Recruiting Assistance Program. The success of these programs is directly attributable to the collective efforts of leaders down to the unit level.

As of March 2010, the Army Reserve's end strength now stands at more than 207,800 against its congressionally mandated end strength objective of 205,000. Although the Army Reserve now exceeds its mandated end strength objective, the mix of new accessions and experienced personnel has resulted in an imbalance in the force for critical grades and specialties. Currently, the fill rate for the junior enlisted population (private through specialist) is at 137%, an excess of more than 24,000. At the same time, the fill rate for Staff Sergeants and Sergeants First Class is about 80% (approximately 9,000 short), and the fill rate for Majors is about 68% (3,300 short). The Army Reserve has met its overall end

strength objective, however, its force is currently skewed to both lower and higher grades, leaving some mid-grade positions critically short.

As the Army Reserve develops future programs and policies to maintain its end strength objective, the strength imbalance within critical grades and specialties has become the top priority for future strength management initiatives. Army Reserve leaders will continue to address the critical shortages that now exist as targeted recruiting efforts provide a strategy to correct the strength imbalance in the force.

As a strategy to correct this imbalance, Army Reserve accessioning agencies have shifted their focus from non-prior service accessions to prior-service and mid-grade officer accessions. Policies are being developed to support the concept of shaping the force.

For both officers and enlisted Soldiers, many individuals may face increasing scrutiny as the imbalance in some grades and specialties creates pressure for underachieving Soldiers to vacate their positions or retire. The Chief of the Army Reserve, LTG Jack Stultz sees a compelling need to develop junior officers and enlisted Soldiers to fill the critical vacancies that currently exist at the mid-grade level. To this end, the promotion process will be streamlined for those with combat experience and job experience in critical specialties.

The Army Reserve enjoys a robust partnership with numerous civilian corporations to maximize opportunities for Army Reserve Soldiers and provide companies with skilled, disciplined, and motivated Citizen-Soldiers to man the workforce. This relationship with the civilian sector has become increasingly important as the Army Reserve has assumed a greater role in overseas contingency operations. As an important element in the overall force shaping



initiative, the relationship between the Army Reserve and employers will continue to be vital for the effective implementation of the Army Reserve Human Capital Enterprise.

In support of the Human Capital Enterprise, the Army Reserve is developing a robust and precise human capital strategy to ensure that the right people with the right skills are being assigned to the right units at the right time. Additionally, the Continuum of Service concept will support the Human Capital Enterprise by providing flexibility for individuals to seamlessly transition between active duty and Reserve service when it is advantageous for a Soldier to do so during the course of their career. Continuum of Service will reduce training costs and foster a number of other efficiencies. The Army Reserve will work in conjunction with the Army to develop programs and policies to implement a Continuum of Service to benefit its Soldiers.

The Army Reserve G-1 is developing a number of boards that will target specific populations of individuals, to include an Enlisted Qualitative Retention Board and an AGR Release from Active Duty Board. Several of the Army Reserve's force shaping initiatives are currently with Army G-1 or with the Army Reserve G-1, pending approval. As an additional force shaping measure, the Army Reserve may assume control of Individual Ready Reserve (IRR) Soldiers from Human Resources Command, St. Louis (HRC-STL). IRR Soldiers are pre-trained individual Soldiers who are not assigned to drilling Army Reserve units. Although IRR Soldiers are not assigned to TPU's, they are available for mobilization, if needed.

During the past ten years, the Army Reserve has made the transition from a strategic force to a fully complementary operational force. The Army Reserve is now an indispensable component contributing significantly to the success of missions conducted by the Army and other services. Army Reserve units comprise between 75 and 90 percent of the total Army force structure in key specialties such as civil affairs, engineering, and medical services. The Army Reserve's force shaping strategy will enable it to address critical shortages while it sustains its end strength. Its human capital strategy will ensure that the right individuals are performing the right job at the right time and place. This will maximize readiness and ensure that a fully operational Army Reserve remains a key element of the Total Army mission.



**Lieutenant General Jack C. Stultz, Chief of the US Army Reserve and Commander of the US Army Reserve Command at the Washington Foreign Press Center speaking about the "Role of the U.S. Army Reserve in Humanitarian, Military-to-Military Training, and Civil Affairs Missions."**



# Military Awards Update: An Army Reserve Perspective



*By Mr. Curtis Taylor, U.S. Army Reserve Command*

Awards and decorations are used to recognize individual service and personal accomplishments for members of the Armed Forces. Awards foster motivation and esprit de corps. Together with military badges, such awards are a means to outwardly display the highlights of a Soldier's career, as well as provide the Soldier with a tangible reward for those accomplishments. There are many reasons why awards should be presented. Army Regulation (AR) 600-8-22 and AR 600-8-2 provide criteria for various awards. From the special recognition of a GEN Douglas MacArthur winner to the Military Outstanding Volunteer Service Medal (MOVSM) award for outstanding volunteerism, awards continue to be important for Soldier and unit esprit de corps.

In the Army Reserve, military awards processing is no different than other types of awards processing. Citizen-Soldiers are able to share recognition with their civilian counterparts. Awards are submitted in accordance with AR 600-8-22, and recommendations must meet the highest standards. As of October 14, 2009, Army Reserve commands may now delegate awards approval authority to Deputy Commanding Generals (ALARACT 309/2009). This decision improved the timeliness of awards processing; however, processing awards through higher-level agencies continues to be a challenge in the Army Reserve. For part-time Troop Program Unit (TPU) Soldiers, there is little time available to process awards and complete other critical tasks, such as deployment preparation and battle assembly readiness. Ultimately, award efficiencies and processing standards are the commander's responsibility.

An automated web-based awards program is currently in development. This automated system will be used for future awards processing. This new system will improve the timeliness of submissions at all levels of command. The program should be functional in the next two years and will serve as a catalyst for award submissions across the Army. Although the unit administrator, personnel NCO, or Department of the Army Civilian may process the award, the commander typically presents the award to the Soldier in front of his or her peers and ensures that the Soldier feels appreciation for their efforts while assigned to

their command.

President Obama recently praised a Soldier who left cover three times in an attempted rescue of another Soldier while Taliban bullets and grenades rained around him, ultimately sacrificing his life while trying to save his comrade on an Afghan battlefield. President Obama, standing near SFC Jared Monti's parents, told a White House audience that the 30-year-old soldier's sacrifice should give Americans pause when they throw around words such as duty, honor, sacrifice and heroism. President Obama said, "Do we really grasp the meaning of these values? Do we truly understand the nature of these virtues, to serve and to sacrifice?"

MAJ Audie Murphy, the most decorated Army Soldier in U.S. history, once stated, "I never liked being called the 'most decorated' Soldier. There were so many guys who should have gotten medals and never did -- guys who were killed." The purpose of military awards is to recognize Soldiers for achievement while they are still serving. For this reason, it is critical to submit awards in a timely manner for deserving Soldiers, not only in the Army Reserve, but in all components.



**The Medal of Honor**





# Standardized Army Reserve Boards

*By Mr. Elden Clark and SFC Andrea James,  
U.S. Army Reserve Command*



In the past, many Army Reserve Troop Program Unit (TPU) selection boards were held at various levels of command. Policy and regulatory guidance are generally broad, allowing each command to develop and implement their own processes, selection criteria, and forms, as well as to schedule and conduct the boards. These boards included the Lieutenant Colonel Command Assignment Selection Boards (LTCCASB) and the Senior Enlisted Promotion Boards.

In the wake of September 11, 2001, the Army Reserve sustained the largest and longest Presidential call-up since the Vietnam era, and has since transformed from a strategic force to an operational force. Additionally, the Army Reserve recently underwent a comprehensive command and control (C2) transformation, going from 10 Regional Readiness Commands (RRCs) to 4 Regional Support Commands (RSCs), and aligning units under organizational and functional (O&F) commands. Formerly, the RRCs provided command and control over the commands within their geographic boundaries. Command and control is now the responsibility of O&F commands, while the RSCs provide geographic support to the units within their regions. Decentralized boards with multiple processes were no longer viable, becoming inefficient and confusing to units and Soldiers alike.

Previously, the 10 RRCs held at least two LTCCASBs annually to fill command positions opening in their region. These boards were open to all eligible officers in the Army Reserve, but were only for commands in that particular RRC's region.

Currently, the nationwide board concept calls for each RSC to conduct one board each year while considering all vacancies nationwide on a set rotation. Increased coverage is gained because O&F commands have four opportunities each year to fill their positions. This process allows for uniform conduct of the boards, reduced time to fill vacancies, and a central place for posting board schedules and results. By establishing set suspense dates for submission of vacancies and packets, along with standardized packet requirements, the RSCs, O&F commands, and officers now know what to expect.

The 81st RSC at Fort Jackson, SC, volunteered

to be the first RSC to conduct a LTCCASB under this new concept. The 81st RSC leveraged the latest electronic technologies during the first nationwide Army Reserve LTCCASB held December 6-9, 2009. Brigadier General Pat Heritsch, Commanding General of the 100th Training Division and selection board president, along with seven Colonels representing their major subordinate commands, spent four days viewing the packets of 179 potential command applicants. "This is a very critical and important process these officers have been charged with," said BG Heritsch. "We are here applying our experiences and knowledge to help us select the best candidates for a command position," he added. BG Heritsch said that the change from a regional to a national selection board was the right decision at the right time. "We now have national commands whose footprint spreads across several different regions," she said. "Having this board consolidated reflects the positive changes in our Reserve force."

The second nationwide LTCCASB was held on March 8-11, 2010 at the 88th RSC, Fort McCoy, WI. Standardization between boards was one of the goals of this process. The 88th RSC reviewed the packets of 109 officers vying for command. The results of their deliberations were released on March 31, 2010, and the USAR board standardization process was deemed a success.

The nationwide board facilitates the speedy re-boarding of positions that go unfilled. The position simply rolls over to the next scheduled board. Another advantage of the nationwide boards being held each quarter throughout the year is that officers can apply for four positions per board, giving them the opportunity to be considered for 16 commands a year. Having all LTC command opportunities posted to one central location has also made it much easier for prospective officers to review and find units that they are interested in commanding.

Eligible officers interested in the rewarding challenges of LTC command are urged to log on to AKO and reference the following link, <https://www.us.army.mil/suite/files/14131805>, to learn about the nationwide LTCCASB process and to enhance their opportunities for being



selected for command.

While the active Army projects attrition rates in each professional skill and moves selected Soldiers to their new duty location, the Army Reserve enlisted promotion system is limited by the geographic region in which the Soldier resides, the distance the Soldier is willing to travel to participate in battle assemblies, and the location of vacant positions for which the Soldier qualifies. The Army Reserve is restricted by its Soldiers' civilian obligations and employment status.

Prior to 2009, the first general officer in the Soldier's chain of command was the promotion authority for enlisted Soldiers to the ranks of Sergeant First Class through Sergeant Major, while a USAR memorandum of understanding (MOU) established convening authorities aligned with RRC boundaries. Promotion authorities for Soldiers assigned to units located in areas supported by more than one of the 10 RRCs required a MOU with each convening authority (RRC) per geographic region. Since command channels were not limited by geographic boundaries, commands would often send promotion packets to the RRC supporting the command headquarters when the Soldier's unit was actually located in a different convening authority's area. Under promotion authority channels, one brigade could have up to 10 different processes, due dates, and formats to manage.

Further exacerbating a cumbersome system, the original unit and promotion authority remained in effect for Soldiers assigned to different commands for mobilization purposes as a result of geographic limitations. The automated system did not support the management of Soldiers once they were reassigned. Soldiers simply disappeared from their manning reports, yet the unit maintained responsibility for supporting the Soldier.

As 2004 approached, the Army Reserve G-1's Personnel Management Division began to revise existing policy and work with the Department of the Army's G-1 to establish viable programs and policies to manage Army Reserve enlisted TPU promotions in an effort to minimize and streamline the administrative process. The concept for a standardized promotion process was accepted; however, it required the transformation of the entire promotion process, traditions, interpretations, and long-standing procedures established by the various RRCs. The first step in the process required fundamental changes to the definition of and convening authority for promotions.

The Army Reserve G-1 facilitated several working group meetings over the next two years. The working groups were responsible for standardized forms,

board dates, announcements, packet composition, board conduct, the voting system, board results, release dates for results, and vacancy management. At this time, the four RSC's became the regional convening authorities.

The 99th Regional Support Command convened a pilot promotion board on June 23, 2008, encompassing the areas formerly supported by the 77th RRC (New Jersey and New York), 94th RRC (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont), as well as the 99th RRC region (Delaware, Maryland, Pennsylvania, Virginia, Washington DC, and West Virginia). The pilot board was highly successful and provided the opportunity to identify and make necessary changes to the process.

LTG Jack C. Stultz, the Chief, Army Reserve, approved the final product on January 21, 2009. The regional process has also been incorporated into Army regulatory guidance. The Army Reserve conducted its first standardized board cycle in August, 2009. This standardized board process is a bridging strategy to centralizing Army Reserve TPU senior enlisted promotions and conducting electronic boards at the Human Resources Command-level.

The success of the senior enlisted standardized board process led to the incorporation of standard announcements, packet format, procedures, and vacancy management into the junior (SGT / SSG) promotion process.

Standardization is a key element to streamlining policies and processes that enables leaders at all levels to mentor Soldiers more effectively. USAR board standardization facilitates career progression regardless of a Soldier's geographic home of record.



**Per Army Commanders, promotions ceremonies are an important part of keeping up troop morale and discipline in the field.**



# The New FM 1-0, Human Resources (HR) Support

By Tom Wallace, CDID, Soldier Support Institute



## MAJOR CHANGES IN FM 1-0

- ✓ *FM 1-0 reduced from over 300 pages to 165*
- ✓ *Reduces core competencies from 10 to 4*
- ✓ *Establishes HR Enduring Principles*
- ✓ *Separates PASR into two separate and distinct functions*
- ✓ *Eliminates the term R5 (Reception, Replacement, Return to Duty, R&R, and Redeployment)*
- ✓ *Incorporates HR FDU changes for a multifunctional HR Platoon*
- ✓ *Incorporates Full Spectrum Operations*

FM 1-0, Human Resources (HR) Support, is the Army's keystone manual for HR support. The FM provides the fundamental principles needed to guide and assist Army leaders, staffs, and HR professionals in making personnel decisions needed to maximize the operational effectiveness of the total force. The FM now consolidates FMI 1-0.01, S-1 Operations, and FMI 1-0.02, Theater Level HR Support, into one single source doctrinal publication for HR support.

FM 1-0 outlines specific functions and tasks which the HR professional must be knowledgeable of to ensure reliable, responsive, and flexible support for commanders, Soldiers, DoD civilians, contractors authorized to accompany the force, and their families. The FM contains six chapters and four appendices.

Chapter 1 provides an overview of HR support at strategic, operational, and tactical levels. It also identifies HR objectives, HR enduring principles, core competencies, key functions, and the command and control relationships with the sustainment community.

The six enduring HR enduring principles are **Integration, Anticipation, Responsiveness, Synchronization, Timeliness, and Accuracy**. Each of these principles must be weighted and applied during the planning, execution, and assessment of HR support for current and future operations. While these principles are independent, they are also interrelated as to building and sustaining combat power. The principles of integration, anticipation, and responsiveness are also sustainment principles outlined in FM 4-0, Sustainment.

The chapter further discusses how effective and efficient HR support relies on multi-functional HR

leaders who must think strategically and work collaboratively, and be capable of producing and executing agile and clear HR policies. HR professionals must also use effective practices in outcome oriented actions, and have the competency based skills and knowledge required and expected of them.

Chapter 1 also emphasizes the need for HR professionals to not only understand the importance of their efforts and unit mission, but also the missions of supporting and supported units. Supported units include the G-1s/AGs, Battalion and Brigade S-1s, and the HR Operations Branch within the Sustainment Brigade or Expeditionary Sustainment Command. Supporting units are HR specific units and include the HR Sustainment Center (HRSC), Military Mail Terminal, Theater Gateway Personnel Accountability Teams, and the HR Company with supporting postal and multifunctional HR platoons.

HR support consists of four core competencies and include subordinate key functions which directly support the core competency. Core competencies and their supporting key functions are:

- ✓ **Man the Force.** Include all functions and tasks that affect the personnel aspect of building combat power of an organization. Key functions are personnel readiness management, personnel accountability, strength reporting, retention operations, and personnel information management.
- ✓ **Provide HR Services.** HR services are functions conducted by HR professionals that specifically impact Soldiers and organizations and include essential personnel services, postal

operations, and casualty operations.

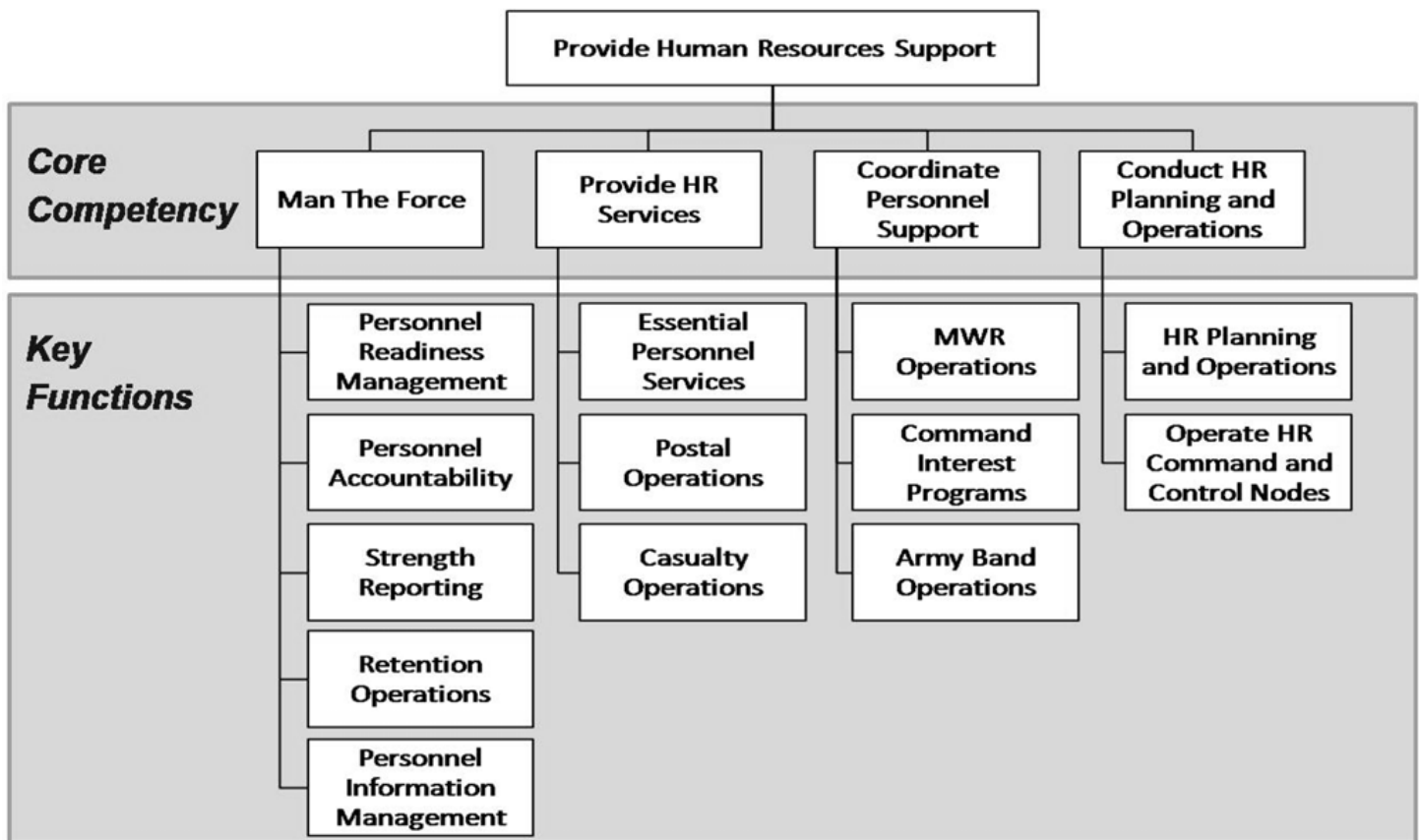
- ✓ **Coordinate Personnel Support.** Personnel support activities encompass those functions and activities which contribute to unit readiness by promoting fitness, building morale and cohesion, enhancing quality of life, and by providing recreational, social, and other support services for Soldiers, DoD civilians, and other personnel who deploy with the force. Personnel support encompasses the functions of morale, welfare, and recreation (MWR), command interest programs, and band operations.
- ✓ **Conduct HR Planning and Operations.** HR planning and operations are the means in which HR leaders envision a desired HR end state in support of the operational commander's mission requirements. Planning communicates to subordinate HR providers and HR unit leaders the intent, expected requirements, and desired outcomes in the form of an operation plan or order, and the process of tracking current and near-term (future) execution of the planned HR

support to ensure effective support to the operational commander.

Chapter 2 discusses the mission, organization and employment of HR organizations and HR staff elements located at theater, corps, division, brigade, and battalion level. For each HR organization and HR staff element, FM 1-0 identifies and discusses their HR roles and responsibilities. The FM includes changes resulting from the recent force design update which consolidated the HR and casualty platoon into a multifunctional HR platoon. Detailed discussion is included on its capability to form personnel accountability teams and casualty liaison teams. The chapter also provides the HR Operations Branch recommended performance indicators that will enable them to identify, track, and synchronize HR support into overall sustainment plan.

Chapter 3 discusses the core competency of Man the Force. Manning the force is described as any action or function that impacts on strength or

# Core Competences and Key Functions



readiness of an organization. Manning combines anticipation, movement, and skillful positioning of personnel so that the commander has the personnel with the right skills, capabilities, and special needs required to accomplish the mission and to meet changing operational needs. The key function of man the force is personnel readiness management as it directly interrelates with other key functions of personnel accountability, strength

reporting, and personnel information management. The roles and responsibilities of each man the force function is discussed by command level from theater level to battalion and by HR units.

Chapter 4 discusses the core competency of Provide HR Services. HR services include those functions that directly impact a Soldier's status, assignment, qualifications, financial status, career progression and quality of life and which allows the Army leadership to effectively manage the force. Included are the key functions of postal operations, casualty operations, and essential personnel services. Essential personnel services includes such actions as promotions, awards and decorations, leaves and passes, evaluation reports, citizenship and naturalization, and other related functions which are initiated by the Soldier, unit commanders, unit leaders, G-1s/S-1s, or from the top of the system. Casualty operations and postal operations are discussed in detail and include roles and responsibilities as each level of command and by HR units.

Chapter 5 discusses the core competency of Coordinate Personnel Support. Personnel support activities encompass those functions and activities which contribute to unit readiness by promoting fitness, building morale and cohesion, enhancing quality of life, and by providing recreational, social, and other support services for Soldiers, DoD civilians, and other personnel who deploy with the force. Personnel support encompasses the following functions: MWR, Command Interest Programs, and Band Operations. As previously mentioned, the roles and responsibilities for each command level and for HR units are identified.

Chapter 6 discusses the core competency of HR Planning and Operations. HR Planning and Operations is the means by which the HR provider envisions a desired HR end state in support of the operational commander's mission requirements. The chapter emphasizes to HR providers the need to have a complete understanding of the full capabilities of HR organizations and how to plan and employ HR doctrine in current and future operations. Each of the military decision making process (MDMP) steps are clearly identified along with specific HR actions that must be considered when developing an operational order or plan. The planning process also identifies the need for the Composite Risk Management process to be aligned with each step of the MDMP process.

This FM contains five appendicies that are planning and management tools which provide detailed discussion on HR rear detachment operations, HR theater opening and redeployment operations, casualty estimation, civilian support, and a division of labor task matrix. Each appendix identifies roles and responsibilities for HR professionals in HR specific units and supported organizations.

In summary, FM 1-0 promotes a common understanding of HR support fundamentals. The manual does not dictate procedures for any particular operational scenario, nor does it provide specific system procedures for HR enablers. It provides the doctrinal base for developing operation plans (OPLANs) and standing operating procedures (SOPs). Leaders and HR operators at all levels must apply these fundamentals using Army planning and decision making processes. The FM is an authoritative guide that requires judgment in application.

**Postal Operations is part of the HR core competency of Provide HR Services.**



# SECTION III: Army Bands



## Wildcats “Let the good times roll!”

by Gail E. Anderson



“*Laissez Les Bon Temps Rouler!*” You can hear it almost anywhere you go in New Orleans anytime of year. Pronounced “lay-say lay bawn tawmp ru-lay,” it means “Let the good times roll!” And that’s exactly what 36 members of Birmingham, Alabama’s 313th U.S. Army Reserve Band did as they marched down the parade route in this year’s annual Mardi Gras parade on February 16<sup>th</sup>, 2010.

In French, Mardi Gras means “Fat Tuesday” which is also sometimes referred to as Shrove Tuesday and it marks the last night of eating richer, fatty foods before the ritual fasting of the Lenten season, or Lent, which starts on Ash Wednesday.

This year makes the fifth time the 313th has been invited to participate in the Mardi Gras parade. The Mardi Gras parade is the largest of all of the carnival parade festivities and is hosted by The School of Design, a civic organization related to the private New Orleans men's club, The Boston Club.

So, how did the 313th happen to get involved in one of the most beloved parades in the nation? According to their unit administrator, SFC Lisa Stearns, she believes that the band’s participation started back in 2004. “We had some mobilized Soldiers who we sent down to provide musical entertainment to the workers who were cleaning up the aftermath of Hurricane Katrina,” said Stearns. “I think that’s how it all got started.”

According to the band’s First Sergeant, 1SG Baron Cantrell, a simple act of kindness just kind of blossomed into the band’s annual appearance in the Mardi Gras parade. “It all started when we were going down to Camp Shelby (Mississippi) a lot, to perform at pre-deployment ceremonies there. Then we started playing for the hurricane relief workers and one day the Coast Guard asked us to play at some of their events. Then it just kinda spilled over into playing for some of the Mardi Gras Krewes at their balls and functions. Eventually, we were invited

by some of the Krewes’ people in charge, who asked us if we would like to start playing in some of the Mardi Gras parades. Naturally, we jumped at the chance,” said Cantrell.

Although the band was very honored just to be in the parade, Stearns said the logistics of getting there was not entirely without happenstance: “We left Birmingham on Sunday morning and rode all day and night to get there. When we finally arrived at the hotel, everything was blocked off and it took us two hours to get the bus a block away from the hotel. Then the bus wasn’t allowed to go any further so we had to unload and wheel everything down the street. It was about 3 or 3:30 AM on Monday morning before we finally got everyone in their rooms,” said Stearns.

In spite of their ordeal early Monday morning, the parade’s 100,000 plus spectators were visibly impressed with the band’s performance on Fat Tuesday, and the Soldiers of the 313th now have some wonderful memories and anecdotes about this year’s parade.

One woman was so impressed she even gave the First Sergeant her baby. “I guess she just thought I made a good-looking father figure,” said Cantrell. “Actually, she handed me her 18-month old boy and let me march him about a couple of blocks down the street,” Cantrell continued. “Afterwards, I brought him back to his mother and put my patrol cap on him for a couple of pictures. He was the cutest little fella.”

The band has a long and storied history of supporting community events as can be evidenced by the 313th Jazz Band’s February 13th performance at the Coast Guard’s 42nd annual Military Ball in Mobile, Alabama.







# Transforming Army Musician Training



By Stanley N Cornett

Much of the curriculum used to train the Soldiers, Sailors, and Marines of today would be familiar to its classical authors, eminent university music educators in the 1930s. This being the case, the time honored adage above holds true more than 60 years after the three services consolidated Initial Entry Training (IET) for military musicians.

**Studying Classical Music Theory.** As music styles and performance practices have changed, training for Army musicians, tied to the practices of our sister Services, did not evolve. Rather, it continued to produce an academically competent musician with skills better suited to composers, arrangers, performers of “classical” orchestral music, and performers in the extremely small niche markets of traditional wind band literature and jazz. Just as the Army is transforming itself to preempt or defeat the threats of the 21<sup>st</sup> Century, the Army School of Music must transform training for Army musicians to reflect understanding of 21<sup>st</sup> century audiences in and out of the military. Teaching as we have been previously taught will not achieve this objective. The training of Army musicians today must reflect direct efforts to connect leaders and Soldiers in Army bands with their audiences and do so with heavy emphasis on entertaining and inspiring those who are on the other side of stage.

Since the advent of Force Design Update (FDU) 2005, often referred to as Future Army Bands XXI (FAB XXI), major revisions to the structure of Army bands have prompted leadership and development teams at the Army School of Music to think through how training must be changed to adapt to new structures in the context of contemporary music appropriate to a range of occasions and environments. FAB XXI’s structural and operational focus on small teams of musicians



Soldiers training at the Army School of Music.

performing in many different environments clearly established the need for more training for small teams capable of performing the popular music favored by today’s audiences and supporting smaller and more diverse types of ceremonies that are the practice today, in contrast to the large retreat ceremonies more common in the past. As we examined the training implications, all involved realized there was far more to be done than just training in small teams.

For years, leaders and Soldiers in Army bands have been seeing increasing needs to update and adjust the focus of training for new Soldiers. The past approach assumed that replicating the musical curriculum found in conservatories would produce students who could perform any music and also understand its theoretical fundamentals. Leaders of Army bands and the U.S. Army School of Music (USASOM) have concluded this assumption is no longer fully credible. Performing current popular music or adapting to the Army’s smaller ceremonial formats requires explicit training in those particular tasks. Traditional collegiate curricula do not normally prepare students directly for these kinds of performances.

Discussions with professional commercial musicians and entertainers about what audiences actually want to see and hear have led us to identify the core music “businesses” of Army bands and the specific individual and collective skills that support them directly.

Ceremonial and martial music, patriotic music, and current popular music, are the core musical “businesses” for which new Army musicians must be trained. These functional areas must be directly supported by the most useful modern technologies that enhance musical presentations as well as routine advance planning, transportation of personnel and equipment, and marketing to internal and external audiences.

More than twenty Army bands that have served in Operations Enduring Freedom and Iraqi Freedom have taught us that Army musicians in expeditionary operations must be adaptable to the combat environment and competent in all fundamental Soldier skills. This often means learning to perform missions normally done by larger, more robustly equipped groups with small teams of lightly equipped, task organized musicians who can move quickly and perform several types of music at their destinations. Active and reserve component bands have found themselves performing on oil platforms, the decks of a destroyer, at air bases, on large joint bases and in small corners of Forward Operating Bases where imagination and adaptability are the first order of business.

**IET Sight-Singing Class.** A new training azimuth that re-oriens Advanced Individual Training



**A Soldier participating in Initial Entry Training Sight-Singing Class.**

(AIT) for Army musicians to an outcomes based approach requires a training strategy that is unconstrained by the differing needs of our sister services (IET in this article refers to entry level training in any service; AIT refers specifically to the Army's technical courses that follow Basic Training).

New methods must recognize that AIT students should be trained for the requirements of their first Army band assignments at Skill Level Ten (SL10) as opposed to currently practiced legacy methods better suited for preparation of musicologists or performers of classical music. Soldiers must be trained to perform the music of Army bands' core "businesses" extremely well before being assigned to the field. This also means eliminating and/or drastically reducing training in music that is no longer relevant to Army bands' missions or popular to modern audiences.

This perspective on AIT for Army musicians reveals a fundamental difference in the way Army and Navy train their entry level musicians; one that explains why our sister Services have a different training strategy for military musicians. All Soldiers benefit from the Non-Commissioned Officer Education System (NCOES) at certain points in their career to prepare them for duties at higher grades. In contrast, the Navy and Marine Corps bands offer advanced training only to those few Petty Officers and NCOs who show good potential for promotion to senior enlisted grades or for officer appointment. Because many Sailors and Marines who graduate from the Music Basic Course never return to the School of Music after completing IET, the sea service approach is designed to provide the new Sailor or Marine extensive training in skills they will need for their entire career before their first assignment to the fleet.

For the past five to six years successive Commandants of the Army School of Music have worked with their Navy and Marine counterparts to determine a way ahead that would address Army training needs while not disrupting the economies available in Interservice training. However, from a curriculum perspective, the gap between Army and Navy

requirements in many areas was simply too great to close.

Leaders of Army bands have concluded that near term objectives for transforming Army musician training must include the following:

- ✓ Deconsolidation of IET from current Navy curriculum now scheduled for implementation in FY 11. All services would remain physically collocated to take advantage of other economies such as shared training spaces and shared cadre when practical.
- ✓ Constructing a new AIT curriculum such as a job simulation of Army bands' service in the field.
- ✓ Implementing a new AIT curriculum at 10 weeks in length (approximately 60% less time in AIT than current practice) versus the current 21 weeks. The new course fully integrates Soldiers from Active and Reserve components, eliminating the current, long standing discrepancies between Active and Reserve musician training. Reserve Component musicians received no resident training until 2003 and even now do not train in the same skills nor meet the same standards as their Active Army peers.
- ✓ Establishing new Additional Skill Identifiers (ASI) for Vocalists and Music Production Technicians (individuals who manage sound reinforcement, lighting, video integration, and recording among other skills). Without these two crucial skill sets Army bands will never be able to present the popular music that inspires and motivates today's Soldiers.
- ✓ A recruiting focus on enlisting new Soldiers with higher levels of performance skill on musical instruments in order to facilitate shorter POIs while furnishing more capable Band Soldiers to the Army.
- ✓ Eliminating formal classes in many elements of music theory that do not directly affect performance at SL10.
- ✓ Reorienting the new Soldier in PMOS 42R, Army Bandsperson, to train in the "core music" that is played repeatedly and often by all Army bands (e.g. National Anthem, Army Song, Honors music, many patriotic songs such as God Bless America and God Bless the USA and dozens more).
- ✓ Initiating a more comprehensive form of assessing 42R Soldiers in AIT that measures their performance in a variety of mission-oriented collective training tasks. This would include instructor evaluations of their performance in all large and small ensembles, individual audition evaluations, Physical Training, and completion of the required 72 hours of MOS-specific field training. All evaluations would assess not only the individual's ability to play his or her instrument well but would also include knowledge of proper stage movement, proper programming, and communication. Current Navy practice relies heavily on an individual proficiency assessment tested in a laboratory environment rather than in realistic performance exercises.
- ✓ Implementing truly multi-echelon training with OES,



Course	Was	Now	Description
Basic Music Course (BMC), 450-42R10 (ASI9B-U)	21 Weeks	10 Weeks	New, AIT POI approved for course length; pending completion of manpower survey. All compos.
Senior Leader Course (SLC), 4-42-C46	8 Weeks	6.80 Weeks	Separate AC and RC POIs for SFCs; interim step toward fully equivalent multi- echelon training.
Advance Leader Course (ALC), 4-42-C45	8 Weeks	7.20 Weeks	Separate AC and RC POIs for SSGs; interim step toward fully equivalent multi- echelon training.
Bandmaster Warrant Officer Basic Course (BWOBC), 7N-420C	21 Weeks	8.80 Weeks	For Active and Reserve Components.
Basic Officer Leader Course – Branch (BOLC-B), 7-51-C20-B	13 Weeks	11 Weeks	For Active Component officers; currently no requirements for reserve component officers in SC 42C, Army Bands Officer.

**NOTE: BWOBC and BOLC-B students will attend many of the same command and leadership classes since there is significant similarity in entry level skills required of WO1 and 2LTs.**

WOES, and NCOES students fully integrated into teams with AIT students.

Many of the objectives in the preceding paragraph are being addressed now in new or thoroughly revised Programs of Instruction (POI) approved by TRADOC during FY 09. They are:

**Legacy Style Rhythm Studies Class.** These revolutionary changes will be a tall order for a very small Army school residing on a Navy base. But, those who have been studying and preparing for these changes over the past 10 to 15 years know all these things must be done in order to provide the Army with adaptable bands that perform relevant music for today's Soldiers, American and international audiences. They also know that teaching as we have been taught must be replaced by teaching what is important and relevant through experiential training tightly focused on the desired outcomes. In the attempt to resolve this myriad of issues Army bands will take the lead in progressive, mission-focused training for professional musicians. Accomplishing all this requires a full team effort from inside and outside the Army School of Music. The Chief, Army Bands, the Adjutant General School, the Recruiting and Retention School, the Financial Management School, and the staff at the Soldier Support Institute (SSI) have provided their special expertise in a wide range of training development and force structure issues. TRADOC's Training and Operations Management Agency (TOMA) and Office of the Interservice Training Review Organization (ITRO) have provided key advice and guidance in our deconsolidation efforts as well as explorations for a new Army School of Music location .

The Commanders of the Army's Special Bands (The U.S. Army Band, Fort Myer, VA; The U.S. Army Field Band, Fort Meade, MD; The U.S. Military

Academy Band, West Point, NY) have also given selflessly of their wisdom, experience, time, and resources in engineering this sweeping revision of training for Army musicians.

We are also profoundly grateful to the individual Soldiers, NCOs, Warrant Officers, and officers who shared their individual expertise, experience, and concern for Army bands through Army Bands Intranet, surveys, interviews, and After Action Reviews (AAR) following training.

Executives from the Disney Corporation, a member of the popular band "Green Day," an extraordinary guitarist and vocalist from "Zebra," a well known vocal coach to stars of country music in Nashville, retired military musicians who continued careers as professional musicians, and many former civilian professional musicians now in Army bands are also part of the team that continues to help us shape future training.

**Mixed Service Jazz Combo.** None of our work would be this far along without the invaluable assistance of our Navy and Marine Corps colleagues. In spite of their different approach to training their members, they have embraced our common goal of preparing young Americans to serve their Nation through music. The USASOM cannot overstate its gratitude to the Commanding Officer, Navy School of Music and the Commanding Officer, Marine Corps Element, Navy School of Music for their sound advice, candor, and camaraderie in our efforts to transform training for Army musicians. Much has been accomplished toward transforming Army musician training in the past six years. There is much left to be done. The USASOM is grateful to all its partners for their guidance, expertise, and, above all, patience as we advance on new objectives.



# Army Band Officer Lifecycle

By Major Jim R. Keene, Commandant, U.S. Army School of Music



**A Rare Type of Officer.** Army Bands Officers, Specialty Code (SC) 42C, are, indeed, rare in the Army's officer corps. There are fewer Army Band officers than Army astronauts. With only 22 authorized and 23 assigned Army wide, they represent a tiny, but important, portion of officers in the Adjutant General's Corps and an even smaller percent of all Army officers. SC 42C requires officers with a high degree of subject matter expertise in leading and conducting musicians. They are commissioned in a single track specialty specifically to lead the Army's finest musicians in support of echelons above Corps. Most Soldiers are more familiar with Army band commanders serving in the various ranks of Warrant Officers, MOS 42OC. This is because Warrant Officers lead 27 (of 33) bands in the Active Army, and all 17 in the Army Reserve, and 53 in the Army National Guard. Warrant Officer band commanders typically serve in the bands assigned to the headquarters of corps, division, or TRADOC and other installation bands.

Although typically assigned to the senior most headquarters of our Army and Nation, Band officers are Adjutant General's Corps officers and compete for promotion in the Army competitive category. Although competing for promotion with the rest of the Army, all band positions must be filled by an officer holding the MOS 42C, and each of the Special Bands' commanders are nominative positions. Similar to the rest of the Army, assignments have a typical duration of 2 to 3 years. Ideally, each assignment provides the officer opportunities for increasing levels of responsibility and leadership which results in general preparation as they ascend through the ranks.

Since the early 1970s, the total number of Army Bands Officers has not exceeded 26, but the types of assignments available to them have changed. Through the early 1990s, Army Bands Officers also served as Staff Bands Officers at the headquarters of USAREUR, FORSCOM, TRADOC, and in each of the six Continental US Army headquarters' staffs. In 2009, only one Staff Bands Officer position at HQ, FORSCOM remains.

The newest 42C assignment as Entertainment Programs Officer to MNC-I was established for a variety of reasons that included a need to monitor the number of Army bands arriving in theater, coordinate their activities with broader theater level Army initiatives, including MWR and USO. Where possible, they assist the bands in solving logistical, communication, and administrative problems. Many Army bands that have served since the beginnings of Operation Enduring Freedom (OEF) and Operation Iraqi Freedom (OIF) have provided ceremonial, morale, and funerary support to units and headquarters of other Army formations and other services (US and international) in addition to their own division or corps activities. As a result, officers in this assignment are also providing a steady stream of lessons learned on how best to manage Army bands' missions in a multinational environment.



**Army Bands Officers today are limited to assignments to one of only nine units or duties shown in the table below:**

<b>Grades</b>	 <p>The United States Army Field Band The Musical Ambassadors of the Army, Washington, DC <b><u>Special Bands</u></b></p>
02-06	The U.S. Army Band (TUSAB) Fort Myer, VA
02-06	The U.S. Army Field Band (TUSAFB) Fort Meade, MD
03-05	The U.S. Military Academy Band, West Point, NY
 <p><b><u>Army Band (Large)</u></b></p>	
03-05	U.S. Army, Europe (USAREUR) Band and Chorus, Germany
03-04	Training and Doctrine Command (TRADOC) Band, Fort Monroe, VA
03-04	Forces Command (FORSCOM) Band, Ft McPherson, GA
 <p><b><u>Staff</u></b></p>	
01-05	US Army School of Music (USASOM) Virginia Beach, VA
03-04	Entertainment Programs Officer Multi-National Corps □ Iraq
03-04	Staff Bands Officer, HQ, FORSCOM Fort McPherson, GA

**The Audition.** Typically, there is a need for only one or two new officers per year to maintain health in the Band Officer Corps. Commissioned officers are expected to have substantive experience leading musicians prior to their audition and selection as Army Band officers. A masters degree in music is standard, but not necessarily required as long as the candidate displays a high level of competency

and practical experience leading musicians. Band officer auditions are rigorous and competitive and include an audition on the applicant's main instrument, a music theory exam, a personal interview, and a live audition to evaluate the applicant's ability to conduct an ensemble (both a concert band and a chorus at either "Pershing's Own" or "The Field Band").

After selection by the Army Band officer board (consisting of senior Army Band officers), the applicant will also appear before an Officer Candidate School selection board. Band officers are accessed primarily by Officer Candidate School (OCS) from either civilian life or from enlisted or warrant officer ranks. This 14-week course, conducted at Fort Benning, GA, is designed to train enlisted personnel, warrant officers and civilians with college degrees to be Army officers. Those who are selected as civilians must successfully complete Basic Combat Training before attending OCS.

**Lieutenant.** Most commissioned officers are older (average 27 years old) than typical new Army officers (average 23 years old) because of the expected level of civilian education and experience prior to being accepted as Army Band officers. Typically, their career path begins at Second Lieutenant. At the Army School of Music, officers are trained in Army core tasks, key branch skills, leadership, public speaking, ceremonies, and unique Army music skills designed to provide maximum practical experience through assignment to Army Bands. Although this period is developmental in nature, a young band officer can be routinely tasked to interact with senior leaders and lead ensembles consisting of world-class musicians for large audiences, and the highest level of dignitaries at national and international events.

**Captain.** A Captain may serve as commander of the TRADOC or FORSCOM band or at the School of Music company. Key staff experiences are available at the USASOM as instructor and at the FORSCOM Staff Band Office, and recently developed deployed position in Baghdad, as the Entertainment Programs Officer in the Multi-National Corps - Iraq office. Ideally prior to command, Captains attend a Captains Career Course at the USASOM where they study Army core training, music programming, public speaking, briefing to influence, audience demographics, and advanced music and performance concepts. Captain is the first rank at








which officers will have the opportunity to command a band, be assigned to the USASOM, or serve as an associate conductor/bandmaster in charge of a chorus, pop ensemble or a ceremonial unit at either “Pershing’s Own” or “The Field Band.” Officers gain advanced leadership experience during this phase of their careers. Their rating schemes can be as different as their professional experiences. Often, a Captain commanding a band will have a rater who is a Colonel and a senior rater who is a General Officer. As a Captain, a band officer will have multiple opportunities to lead world-class musicians for audiences in the auditoriums of small town America to the White House.

**Major.** A Major may serve as commander of the USAREUR Band and Chorus in Germany, as Deputy Commander at West Point, or as Deputy Commandant / Director of training at the Army School of Music. They also may serve as the Executive Officer at “Pershing’s Own.” As a Major, band officers must complete Intermediate Level Education (ILE) either in residence at Fort Leavenworth, KS, or via 13-week satellite course and non-resident advanced distributed learning program at Fort Belvoir, VA, Fort Lee, VA, and Fort Gordon GA. They may also complete their Army Warfighting Officers Course (AOWC) as a Major.

**Lieutenant Colonel.** As a Lieutenant Colonel, a band officer may serve as Commandant, Army School of Music, Commander of the West Point Band, or Deputy Commander at either “Pershing’s Own” or “The Field Band.” Army Bands officers in the rank of Lieutenant Colonel compete for Senior Service College (SSC) education and training on the same basis as all other competitive category officers.

**Colonel.** There are only two O-6 positions in Army Bands, serving as Commander of either “Pershing’s Own” or “The Field Band.” In addition to serving as Commanders for each respective elite

### Army Band Officer Career Progression

Years Commissioned Service	 <b>0</b>	 <b>3</b>	 <b>10</b>	 <b>16</b>	 <b>21</b>
<b>Military Education</b>	Basic Officer Leader Course (BOLC B)	Captains Career Course (CCC)	Intermediate Level Education (ILE)* Advanced Operations & Warfighting Course (AOWC)*	Senior Service College (SSC)	
<b>Typical Assignments</b>	Band/Company XO -ASOM -TRADOC -FORSCOM	Band/Company CDR -ASOM -TRADOC -FORSCOM Ensemble OIC -TUSAB -TUSAFB -USAREUR ASOM Instructor Staff Band Officer -FORSCOM -USF-I	Commander -USAREUR Deputy CDR -USMA XO -TUSAB ASOM Instructor	Commandant ASOM Band CDR -USMA -USAREUR Deputy -TUSAB -TUSAFB	Band CDR -TUSAB -TUSAFB
<b>Additional Training &amp; Self-Development</b>		TWI Advanced Civil Schooling (ACS)	TWI ACS	TWI ACS	

*\*ILE must be completed prior to promotion to LTC/ AOWC must be completed in first 3 years as LTC*

TUSAB- The U.S. Army Band “Pershing’s Own”  
TUSAFB- The U.S. Army Field Band  
ASOM- The U.S. Army School of Music  
USMA- U.S. Military Academy at West Point

TRADOC- Training and Doctrine Command  
FORSCOM- Forces Command  
USAREUR- U.S. Army, Europe





organization, they provide leadership and subject matter expertise to the Chief, Army Bands (also the Adjutant General (AG) School Commandant - an AG Officer) regarding officer assignments, policy and procedure relating to Army Bands.

**Future Considerations for Army Bands Officer Careers.** The inactivation of CONUSA headquarters and elimination of Staff Bands officer positions at HRC, HQs USAREUR and HQs TRADOC also eliminated most programmatic opportunities for company grade and field grade Army Bands Officers to experience effective management of policy and logistical issues relevant to Army Bands. The only pure staff positions for band officers exist at HQs FORSCOM where the Staff Bands officer monitors and assists in the operations of bands assigned to divisions and corps including mobilization and reserve component issues. Assignment to the USASOM also requires company and field grade officers who are familiar with Army training and resource management as well training and doctrine development. Senior officers, and specifically the Commandant of the Army School of Music, are expected to provide vision and leadership to the construction of training and doctrine for all Army bands.

Given the nature of the expeditionary Army, there is a need for Army bands officers to pursue graduate education and Training with Industry in fields like international relations, music marketing, entertainment production, and multimedia communications. The new 42C assignment to MNC-I is one important step toward filling an immediate Army requirement that offers commissioned officers their only opportunity to serve in a forward deployed environment. Leaders and developers in Army bands are examining other developmental experiences in training designed to rebuild the skills and understanding needed to function effectively in policy level assignments. Among those experiences under consideration are requirements for some officers to complete selected skill qualification training resulting in the award of Additional Skill Identifiers (ASI) or Skill Qualification Identifiers (SQI) in areas like resource management, logistics, human resources management, instructor qualification, and skills in targeted foreign languages.

As a part of the working Force Design Update (FDU) for Army bands, existing warrant officer positions in bands may be converted to commissioned officers to provide an improved officer career progression model and to lend balance and standardization to the operational force. Warrant officer MOS 42OC would then be redesigned as highly focused technical experts that best defines service as a warrant officer. As the Army continues in an era of persistent conflict, units like Army bands need highly skilled leaders who grow in and relate to the Army's culture and system. This leadership will continue to grow the best musical organizations that are uniquely able to communicate through music on both national and international stages to strengthen both the will and reputation of America's Army. Army Bands officers from Second Lieutenant through Colonel will continue to seek the widest possible range of skills and experiences to lead the dynamic changes certain to result from the ultimate implementation of the Army bands of the future.



# SECTION IV: Around the Corps

## The AG Corps Regimental Association is ACTIVE in EUROPE

By MAJ Marva L. Humphrey, Human Resources Sustainment Center (HRSC) - Europe

The AGCRA Chapter in Europe has reorganized. We are now the AGCRA European Chapter, formerly the AGCRA Rhein-Neckar Chapter.

The Chapter reorganized for the Adjutant General and Human Resources Community in Europe after two years of inactivation. As the AG Corps underwent a significant change during Personnel Services Delivery Redesign (PSDR), this transition ultimately led to the inactivation of the 1<sup>st</sup> Personnel Command (1<sup>st</sup> PERSCOM) in September 2008. The inactivation of 1<sup>st</sup> PERSCOM and the geographical distribution of AG / HR personnel within Europe also caused multiple AGCRA Chapters to also go inactive.

However, COL Leah Fuller-Friel, President of the AGCRA European Chapter and COL Donald Howell, Vice President of the AGCRA European Chapter accepted the challenge and responsibility to reestablish the Association's Chapter in Europe and consolidate remnants of the other inactive Chapters. They planned a key event that got the ball rolling – the NATO Brigade and HRSC Europe Co-Chaired the Chapter's activation with an AG / HR Holiday Dinner on 12 December 2009, at the Ramstein Air Base Officer's Club. MG Gina Farrisee, Acting Army G1 and DMPM, was a dynamic guest speaker and the event was one of the social highlights of the holiday season. It offered the European AG / HR community a chance to be reintroduced to the Chapter as an organization and to witness some well-deserved customer service awards to many USAREUR organizations who provided outstanding HR support during 2009.

The chapter officially changed its' name on 6 April 2010 from the Rhein-Neckar Chapter to the AGCRA European Chapter. The Chapter now unites all AGCRA Associations across the European Theater. COL Howell's effort to help unite the Chapter was evident with his enthusiasm and energy to lead the reinvigoration of the European Chapter. The untiring work and leadership he provided is a testament to his commitment to the HR community. "Contributing toward continuing the great tradition and legacy of the AG Regimental Association legacy in Europe is an honor", he offered.

The AGRA European Chapter will strive to

provide a professional forum for the HR community and to establish a means to network with each other. The Chapter will serve to formally recognize the accomplishments of our HR professionals that are at times overlooked in the day to day environment we serve in. COL Howell added, "The European HR force is a multi-talented, dedicated group of professionals comprised of outstanding civilian, military and contractor employees who provide experienced HR leadership and essential services to Commanders, and to the Soldiers and their Families serving and living in Europe. This Chapter serves as a harbinger for excellence in our profession to the future HR leaders who serve in Europe. I salute the efforts of our volunteers who have helped make the European Regimental Chapter one of the best in the Army".

The AGCRA European Chapter held its AG / HR Ball in Heidelberg, Germany, on 19 June 2010, hosted by USAREUR G1 and USAG Heidelberg. The guest speaker will be MG Reuben Jones, Commanding General, Family, Morale, Welfare, and Recreation Command, Alexandria, Virginia.

The European Chapter is also conducting a membership drive led by SGM Michael Fuller. The Chapter has many new events and programs in the future. "Remember, we want to continue to "Defend and Serve" in EUROPE!! AG ROCKS!!



COL Leah Fuller-Friel  
AGCRA European Chapter President  
U.S. Army NATO Brigade Commander



COL Donald Howell  
AGCRA European Chapter, VP  
1<sup>st</sup> HRSC - Europe Director





# Army G-1 Sergeant Major Visits Silver Scimitar 2010

*By SPC Cooper Cash*



Fort Devens, Mass. - The human resources professionals of the Army are essential to keeping the force combat capable. Silver Scimitar 2010 has risen to the top of the Army human resources community as the premiere exercise to prepare reserve, guard and active components for upcoming deployments in any theater.

Along with the rest of the HR community, the Army's senior enlisted leaders have also seen the benefit of an exercise such as Silver Scimitar. Silver Scimitar was initially an Army Reserve exercise, but in recent years the other components have partaken in the invaluable training. "Silver Scimitar has evolved from a small scale exercise, to a broader, more in-depth and organized exercise," said SGM Julius B. Prioleau, Sergeant Major of the 14th Human Resources Sustainment Center (HRSC) out of Fort Bragg, NC.

Along with HR specific training, this exercise has allowed for some immeasurable benefits. "This provides an opportunity for HR Soldiers to meet and build relationships with their G-1 counterparts prior to deploying," said SGM Jerome S. Rice, of the 8th HRSC from Hawaii. Many Soldiers participating in Silver Scimitar 2010 are within 60 days of deployment, and have drawn even more attention.

"As the 3rd HRSC out of Jackson, MS, prepares for deployment, we are checking to see how Silver Scimitar lines up with training received from the AG schoolhouse," said CSM Darlene C. Hagood, the Adjutant General Corps Regimental, and Adjutant General School Command Sergeant Major. "We are working to mentor noncommissioned officers on their roles when deployed," she said.

Along with current operations here at Silver Scimitar, the senior enlisted have some ideas of what they hope to see in the future exercises. "I'd like to see a consolidated effort with more realistic training, as well as more advanced training prior to arriving at Silver Scimitar, which would allow for two weeks of practical exercises," said SGM Charles L. Kersey, the Adjutant General's Sergeant Major for the Army, from Human Resources Command in Alexandria, VA. As human resources Soldiers continue to improve skills, and Army leadership continues to refine and expand the scope of Silver Scimitar, all Soldiers stateside and abroad are sure to be the ones reaping the benefits of these highly trained warriors.



**SGM Thomas S. Gills, Deputy Chief of Staff of Personnel / G-1 Sergeant Major, and SGM Julius B. Prioleau, 14th Human Resources Sustainment Center Sergeant Major out of Fort Bragg, NC, attend a training overview briefing during Silver Scimitar on March 31, 2010.**





# 502nd Postal Platoon Delivers First Mail to U.S. Troops in Haiti



*By SFC Dave McClain, 3rd ESC Public Affairs*

**Port-au-Prince, Haiti.** Servicemembers throughout Haiti have seen improved morale as personal mail began arriving from the United States thanks to the Soldiers of the 502nd Human Resources Company, 4th Sustainment Brigade, out of Fort Hood, and the rest of the team within Joint Logistics Command – Haiti.

The arrival of the first mail from the U.S. required detailed planning. Mail is handled by the Soldiers of the 502nd Postal Platoon in Port-Au-Prince. When mail arrives by air in Haiti, the 502nd is responsible for downloading the mail from the aircraft, receiving the mail and sorting it into bins for distribution to various units deployed in Haiti.

Each unit is responsible for sending a certified mail handler to pick up and distribute their unit’s mail. “It’s huge when you get something from home,” said Navy Commander Joe Mahan, Executive Officer of DLA Support Team – Haiti. “It’s like Christmas”, Mahan said.



**Postal clerk SPC Jacob Dickens, from the 502nd HR Company, 4th Sustainment Brigade, sorts letter mail into bins made out of old Meals-Ready-to-Eat boxes in Port-au-Prince, Haiti. SPC Dickens and his fellow Wrangler Brigade Soldiers are a part of the 502nd Postal Platoon, which handles mail for units throughout Joint Task Force – Haiti.**



## AGCRA Wants You!

### To be a Professional Army HR Author

*By COL (Ret) Bob Ortiz, Editor 1775*



**Why write an article?** In order for AGCRA to remain viable and a combat multiplier for the AG Corps and Army HR Community, we need professional articles that tell the story of AG Soldiers and HR Civilians across the force. Pertinent articles are not only needed for 1775, but also for the Association’s website which is currently undergoing renovation. We want to put relevant information in the hands of HR professionals that cover down on the Army’s HR core competencies.

**time and effort!** Not really, Army HR professionals normally write something everyday – a policy memo, info paper, HR operations plan, executive or staff summary, and even a blog – all of which can easily be transposed into an article to tell the Army HR story. Although AGCRA encourages unit pride stories, potential HR writers should avoid the “there I was surrounded by a thousand bad guys” story.

**But writing an article takes too much**

**Step up to the plate.** Consider telling your Army HR story and send to: [magazine@agcra.com](mailto:magazine@agcra.com)



# SECTION V: LETTERS TO THE EDITOR

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## Are We Sustainers or Logisticians?

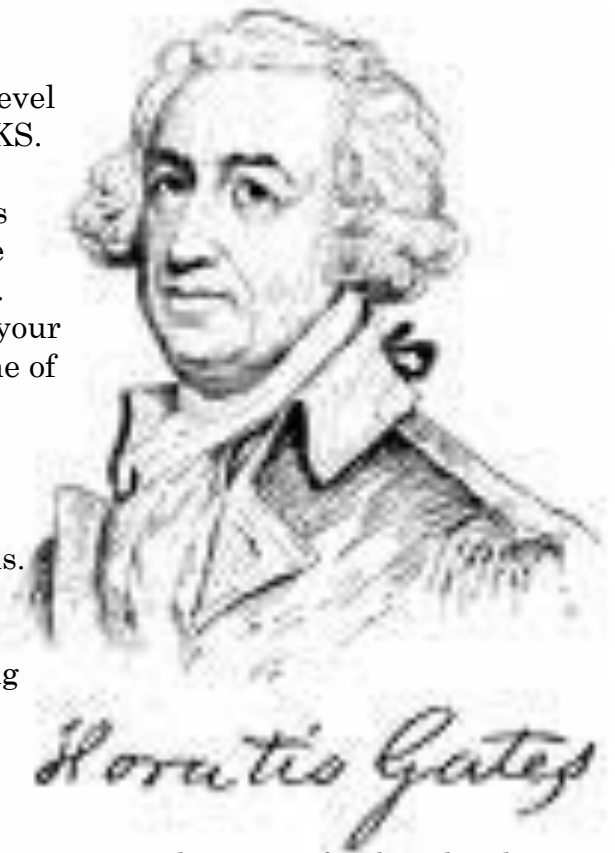
By: MAJ Ken Willeford

I am an AG officer and currently an Intermediate Level Education (ILE) student at CGSC, Fort Leavenworth, KS. The last part of the 11 month course includes electives, where officers must take a prescribed number of credits from a long list of options. However, don't let the name fool you – elective doesn't always mean there's a choice. There are some electives that are mandatory based on your career field, branch of service (Sister Services send some of their officers here), if you are deploying soon, etc. All sustainment officers are required to take the Support Operations Officer (SPO) Course. As you can imagine, this is a sore spot with the non-logistics sustainers.

SPO is a Key Developmental (KD) job for logisticians. It has been designated as one of the most important jobs they can have as a Major. They've normally had over 10 years experience in various logistics jobs leading up to the point where they can assume SPO duties and responsibilities. It's a hard job. In a sustainment brigade, the position calls for an O-5. At ILE, the faculty coordinates with Army Logistics Management College (ALMC) at Fort Lee, VA, to teach their SPO Course as an elective to further develop logisticians to assume this critical sustainment position. However, non-logistics sustainers are required to take this two-credit course (one quarter of our total elective credits) to teach us how to do it. Why? The possibility that we would be called upon to assume the duties of the SPO is extremely slim (especially since it is coded 90, not 42). The reason, I believe, non-logistics sustainers have to take the SPO course was that a general high up in the logistics food chain mandated it, and this decision was endorsed by other key sustainment leaders so that non-logistics sustainers could compete for sustainment brigade commands when appropriate in their careers.

I believe there are a few problems with this rationale. To begin with, ILE is supposed to prepare Army officers for the next 10 years of their career. Most of the officers attending ILE won't see Colonel for at least 10 years. Also, the best way to reinforce book learning is by practical application (sorry, but I don't think practical exercises cut it for learning). Most of what was learned in this course won't be retained in 10 plus years, and it's highly unlikely that a brigade commander is going to take an AG officer and make him/her the SPO to help reinforce what was learned at ILE. If this is truly the purpose behind non-logistics sustainers taking this course, it's happening too soon in their careers.

Another difficulty with this rationale is that there just aren't that many sustainment brigades to command. Logistics is a larger career field than AG or Finance. What is the real likelihood that an Army selection board is going to select one of the few AG or Finance officers who took the SPO Course over one of the many logistics officers who has been working logistics for 20 plus years? Granted human resources is part of the responsibility of a sustainment brigade, but the majority of it is logistics.





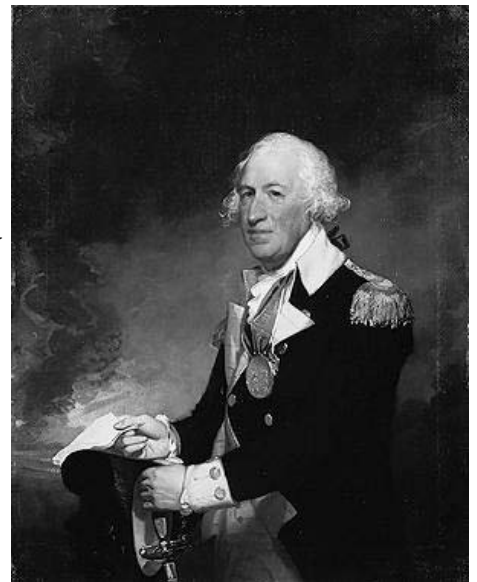
**Horatio Lloyd Gates, a British Soldier turned American general, offered his services to George Washington at the outbreak of the Revolutionary War to help organize the Continental Army. On June 17, 1775, at Washington's request, Congress commissioned Gates as a Brigadier General and Adjutant General of the Continental Army. Gate's commissioning was only second to George Washington's commissioning as Commander of the Continental Army. BG Gates created the Army's system of records and orders, and helped with the standardization of regiments from the various colonies. Continually longing for field command, in August 1776 Gates assumed command of the Northern Department just in time for the Battle of Saratoga. Congress presented MG Gates a gold medal to commemorate his victories over the British in the Battles of Bennington, Fort Stanwix and Saratoga.**

There are several things ILE can offer to teach that would help the non-logistics sustainers in our actual career paths. These things have not quite made it into the curriculum yet. The Brigade S-1 Course is a *new* elective. If ILE is supposed to prepare us for the next 10 years of our career, the institution and the Army at large needs to ensure what it teaches is actually relevant to the next 10 years of our career.

I've heard many, many times the terms logistics and sustainment used interchangeably. Sustainment is more than logistics, but that fact seems to get brushed over repeatedly. There is a real concern among fellow non-logistics sustainers I've spoken with and listened to that AG and Finance will get sucked into the logistics career field. I implore the AG leadership not to let that happen. We must remain distinct or we risk losing the subject matter expertise which is vital to our customer base.

Training time is limited. How can we be expected to be true experts at human resources if we also have to train to be multi-functional logisticians? The real irony for me in all of this is that my next assignment will be in a sustainment brigade. Maybe if I tell the brigade commander that I took the SPO Course he/she will make me the assistant SPO instead of the S-1!

Respectfully, MAJ Ken Willeford



**Letters to the Editor of 1775 solely express the opinions of the writer, and do not necessarily reflect the opinions of the officers of the Adjutant General's Corps Regimental Association, nor policy or guidance of the Army's HR leadership. Letters to the Editor of 1775 can be e-mailed to: [magazine@agcra.com](mailto:magazine@agcra.com).**





# SECTION VI: AGCRA



## AGCRA Membership Update

By SFC (Ret) Kenneth M. Fidler, Jr., AGCRA VP Membership



Greetings fellow AG and HR professionals! I have mentioned on several occasions that the AGCRA Executive Council had adopted an aggressive Campaign Plan and Membership Drive in an effort to reinvigorate and reintroduce our professional HR Association to the Army's Human Resources (HR) Community. The efforts of the Executive Council, Chapter Officers and you, the general membership population, are beginning to pay off.

To date in 2010, we have welcomed over 750 new and renewed members to AGCRA. This puts us on a glide-path of over 1,500 potential members and renewals by the end of this year. There is still much work to be done - whereas the Army has over 49,000 AG/HR Soldiers and civilians assigned in all three components, only a little more than 4% are members of AGCRA. We need all current active AGCRA members to encourage AG/HR professionals to consider joining their Army's professional HR Association, as well as to get the current members to update their AGCRA membership files and stay active within the Association. Keep up the good work and spread the word about AGCRA to your fellow AG/HR professionals.

I publicly recognize the following AGCRA Chapters for their efforts and contributions during the past few months in contributing to the growth of our professional organization:

- ✓ Carolina Chapter (South Carolina)
- ✓ Lone Star Chapter (Texas)
- ✓ Potomac Chapter (Virginia)
- ✓ Gold Vault (Kentucky)
- ✓ Tidewater (Virginia)

Our Webmaster continues to make improvements to our website, [www.agcra.com](http://www.agcra.com), in an effort to better serve our members. The Webmaster is also developing a new website that will have better functionality and will be more user friendly. Look for website updates on our FaceBook page and S1Net, as well as the "What's New" section along the left-hand side of our home page. For those of you looking for past issues of *1775*, there are currently 12 back issues now

available in .pdf format in the "Members Only" section. There is also a link to the AGCRA Brochure, which contains general information about the Association to include Regimental Awards, Association Chapters, and a membership application. Feel free to reproduce this brochure as often as necessary as a tool to recruit new members to join our Association. For those who prefer to use the old-fashioned method of joining or renewing their membership, there is a link to a .pdf version of the Membership Application on the home page of the website. And finally, the website also allows you to purchase and/or renew your AGCRA membership through the Sutler Store link.

Please note the email address and password you select during the membership registration process is for Sulter Store use only and is not maintained by AGCRA. Once your order is successfully processed, you will receive an automated notification that provides your Member Number, User ID and temporary password for access to the Members Only section of the website. We do apologize for the inconvenience of two separate passwords. Modifications to this process are being developed at this time.

By the time you receive this issue of *1775*, you may have received the automated email reminder for those members whose memberships will expire within 90 days, as well as to members whose membership has been expired for up to 90 days. We rely on both the Chapters and our individual members to keep their information updated and current. It is EXTREMELY important that AGCRA members keep their information updated, because the addresses as listed in the AGCRA database are where each member's copy of *1775* are mailed to. Please help us serve you better by making sure you verify and update your address with AGCRA. For further assistance or information on membership, please contact your Chapter representative or email me directly at [membership@agcra.com](mailto:membership@agcra.com).

For the latest news and information on AGCRA, please visit our FaceBook page and S1Net. We will be posting important and information to both of these websites.

Defend and Serve!

# Showcasing Selective AGCRA Awards



**HORATIO GATES GOLD or BRONZE**

**History:** MG Horatio Gates was the first Adjutant General of the Army. During the Revolutionary War a gold medal was presented to MG Gates by Congress to commemorate his victories over the British in the Battles of Bennington, Fort Stanwix and Saratoga. These three key battles prevented the British from occupying the strategic Hudson Valley and isolating New England from the other colonies. A replica of the original Gold Medal honors Gates' service and leadership.

**Purpose:** To recognize the achievements “and” (for Gold) “or” (for Bronze) service of individuals who promote the objectives of the AGCRA and/or the AG Corps, as set forth in the Constitution and Bylaws of the Association.

**Persons Eligible:** Any person who is a member in good standing of AGCRA and who is a member of the AG Corps, or other HR professional, or affiliated with the AG Corps, when the award recommendation is submitted. Personnel may not receive this award more than twice.

**Cost:** \$30.00 / \$25.00, borne by the recommending authority.



**HORATIO GATES HONORARY MEDAL**

**History:** Same as the Gates Gold and Bronze.

**Purpose:** To recognize the achievements and distinguished service of individuals who promote the objectives of the AG Corps as set forth in the Constitution and Bylaws of the Association.

**Persons Eligible:** Sr Officers, Sr NCOs, and Sr Civilians who normally would not be members of the AG Corps, or affiliated with the AG Corps, when the recommendation is submitted. Also, eligible are persons in Human Resources positions who have provided significant support to the AG Corps.

Individuals may only receive this award one time.

**Cost:** \$40.00, borne by the recommending authority.

## AGCRA ACHIEVEMENT MEDAL

**History:** At the request of many Chapter Presidents, the AGCRA created an award to recognize contributions to the Association and the AG Corps.

**Purpose:** To recognize the achievements of individuals who promote the objectives and purposes of the AGCRA and the AG Corps, or Human Resources professional, as set forth in the Constitution and Bylaws of the Association. The AGCRA Achievement Medal is awarded for achievement of a lesser degree than required for award of the Horatio Gates Medal.

**Persons Eligible:** Any person who is a member in good standing of the Association, and who is a member of the AG Corps, or affiliated with the AG Corps, or other Human Resources professional, when the recommendation is submitted. Personnel may not receive this award more than twice.

**Cost:** \$20.00, borne by the recommending authority.





# AGCRA AWARD Winners

## 1 Dec 09 – 30 Apr 10



### GATES GOLD

SGM Mark K. Martin  
 COL Leah R. Fuller-Friel  
 COL (Ret) Ward B. Nickisch  
 (2<sup>nd</sup> Award)  
 MAJ Jeanette A. Martin  
 MAJ Jacqueline A. Smith



### GATES BRONZE (Cont)

LTC Scott Licklighter  
 SGM Jerry A. Hernandez  
 SGM JoAnn M. Schneider  
 SFC Dion Simpson  
 SFC Larry Brown  
 SFC Lucy J. Geidner  
 SFC Steven R. Stalker  
 CW4 Kevin W. Smock  
 LTC Michael E. Masley  
 MSG Mary P. Hansarik  
 MAJ Lynna Speier  
 CPT Brian Travis



### GATES BRONZE

MAJ Jason Edwards  
 CW2 Lisa Dale  
 CPT William J. Roberts  
 Ms. Lois Shaff  
 SFC Norma J. Lincoln  
 CPT Musheerah N. Kolen  
 CW2 Delvin D. Evans  
 SFC Antwone D. Copeland  
 LTC Elizabeth W. Rickard  
 MAJ James P. Pete  
 CPT Kimberly D. McVey  
 CPT Nicole S. Thompson  
 MSG Lashan A. Hayes  
 COL Gene R. King (2<sup>nd</sup> Awd)  
 Mrs. Eileen A. Miller  
 MAJ John K. Snyder  
 Mr. Larry Willis  
 LTC Renee T. MacDonald  
 CPT Kenneth Reyes  
 Mr. William McClelland  
 LTC Alan Shaw  
 MAJ John W. Hankins  
 MAJ Andre D. Watson-Connell  
 CPT Julie J. Fullem-Gilbert  
 CW4 Linda J. Johnson  
 CW3 Eugene A. Roberts  
 CW3 Sheren A. Roberts  
 SGM Michael R. Dudley  
 CW4 Jonathan L. Gay



### ACHIEVEMENT MEDAL

SPC Christina Jiroudek  
 MAJ Michael F. Minaudo  
 SSG Cathy Jones  
 SSG Glenn L. Dowdy  
 Mrs. Leann Donovan  
 SSG Lisa M. Swanson  
 LTC Christopher Nichols  
 MAJ Seth Graves  
 LTC Cheryl Martinez  
 LTC Edward Bayouth  
 CW4 Pamela Johnson  
 SSG Donald Engling  
 SSG Eric Basile  
 1LT Brandi Smith  
 1LT Carolina Cruz  
 CPT Melissa Stevenson  
 MAJ John Nemo  
 SGM (Ret) Blanca M. Trevino  
 CPT Joaquin Meno

### ACHIEVEMENT MEDAL

#### (Cont)

CPT Nicole Jepsen  
 CPT Justin Devantier  
 SSG Maria C. Rivera  
 SGT James E. Gregerson  
 LTC Cynthia Coleman  
 CW4 Kevin Smock  
 CPT Michael Skiff  
 MAJ Rita Spence  
 SSG Landress Hall  
 Ms. Toia Bray  
 SGT Danielle M. Colson  
 SGT Derek E. Kissos  
 Ms. Marsha L. Fre  
 CPT Trevor A. Sparks  
 SFC James M. Lightbourne  
 SFC Braulio Jarquin  
 SFC Fabian Murillo  
 MAJ Christine Enriquez



### HARRISON MEDAL

2LT Andrew H. Emerson  
 CPT Nathalia Howard Moreno  
 SSG Adam J. Thomas  
 SSG Daryn W. Purcell  
 2LT Howard Markel  
 CPT Michael Weaver  
 CPT Marsha Jones  
 SFC Braulio E. Jarquin  
 WO1 Danielle R. Mitchell  
 2LT Yvonne D. Johnson  
 SSG Vincenzo Lamontagna  
 SSG Daniel A. Jones  
 WO1 Tanya M. Burton  
 2LT Sarah R. Hanes  
 SFC Israel A. Herrera  
 CPT Brian J. Piekilko  
 SFC Katrice Byrd

# AGCRA AWARD Winners (Continued)



## HARRISON MEDAL (Cont)

CW2 David B. Dekeizer  
CPT Choli Ence  
SSG Delroy R. Scott  
CW2 Joey B. Collins  
SGT Michael J. Metheny



## MG WILLIAM H. GOURLEY LEADERSHIP AWARD

CPT Walter Frazier  
CPT James H. Yaw



## ROOSEVELT MEDAL

2LT Margaret W. Kim  
2LT Kathleen B. Pulliam  
2LT Michelle A. Miller  
2LT Natasha Bennett  
CPT Ashlea Cleveland  
CPT Bonnie Kovatch  
CPT William Lincoln  
CPT Laimontas Stankunas  
CW4 Linda J. Johnson  
2LT Monica Baker  
2LT Justin Winn  
2LT Cathleen Hollins  
1LT Marya Leong  
2LT Heidi Miller  
MSG Barbara O'Hara  
CPT Marsha Jones  
1LT Herman Moore  
SSG Bradley Toles  
WO1 Thomas J. Anspach  
WO1 David G. Myers  
2LT Hayley M. Gula  
2LT Ashley M. Langston  
2LT Michael S. Listopad  
2LT Jina Rhim  
2LT Jennifer Schaffer  
2LT George Johnson  
2LT Justin W. Clark  
2LT Erik C. Larson  
WO1 Patricia Allen  
CPT Todd A. Beasley  
CPT Stephanie F. Bunker  
CPT Elizabeth C. Kent  
CPT Diecilla T. Sledge  
CPT Benjamin J. Walker  
CW3 Jill R. Spohn  
1LT Katelyn Reynolds  
SGT James Wire  
SSG Armando Smith  
SSG Alicia E. Britton-Vazquez



## AIT MEDAL OF EXCELLENCE

SFC Connie Alvarez  
PVT Cole Stevinson  
SPC Renee Huggins  
SPC Anthony Wooley  
PFC Shawn Vranenburg  
PVT Joshua Wright  
SGT Ebony Hogan  
PFC John Owen



## HORATIO GATES HONORARY

Sheriff Leon Lott  
COL Ronald Kirklin  
CSM Erik R.R. Frey  
SGM Toni Gagnon Ross



## COL FRANK C. FOSTER, JR. AWARD FOR WRITING EXCELLENCE

CPT William Coy  
CPT Michael Hopkins





Adjutant General's Corps Regimental Association  
 P.O. Box 10026  
 Fort Jackson, South Carolina 29207-0026



Dear Fellow Adjutant General's Corps Soldier:

The Adjutant General's Corps Regimental Association (AGCRA) is a private, nonprofit organization that provides an opportunity for all active and retired Adjutant General Corps Officers, Warrant Officers, Noncommissioned Officers, Soldiers, and Civilians to aid in preserving the proud heritage of the Adjutant General's Corps.

The Association devotes its efforts and activities to the aims and purposes generally set forth in the Bylaws, and to such other supplemental directives and objectives as may be approved by the Executive Council - including but not limited to:

- a. Sponsoring new methods, improved techniques, developments, and other innovations designed to increase the efficiency of the United States Army, while promoting high standards of proficiency in members of the Adjutant General's Corps.
- b. Providing a forum for the mutual exchange and discussion of ideas and information of interest to members of the Association.
- c. Promoting Espirit de Corps among all members of the Association through the sale of unique AG related merchandise, and management of an aggressive awards program.
- d. Publication of "1775", the official journal of the AGCRA.
- e. Encouraging improvements in research and development programs in the fields of human resource management, postal operations, and recruiting.
- f. Researching, recording, and perpetuating an understanding of the history of the Adjutant General's Corps and this Association.

The AGCRA will only be as strong as our members make it!

DEFEND AND SERVE!



ROBERT L. MANNING  
 President  
 AGCRA

You may now join AGCRA or renew your membership in one of 2 ways:

1. Complete the attached membership application and mail in your payment to: **AGCRA, PO Box 10026, Fort Jackson, SC 29207**
2. Purchase/Renew online:
  - a. [www.agcra.com](http://www.agcra.com)
  - b. Click on "Join AGCRA" link.
  - c. Select membership level (based on rank/status) or Sutler Store item.
  - d. Click "add to basket". Click on "view basket" and the "continue".
  - e. Select "register and continue". (FOR FIRST TIME USERS OF THIS NEW WEBSITE!!!)
  - f. Click on "submit and continue".
  - g. Click on "continue" to review order.
  - h. Click on "continue" to verify address and click "continue" again.
  - i. Select Payment Method -
    1. Print Form and mail in payment
    2. Direct Payment (secure credit card transaction with PayPal)
    3. PayPal Express (pre-existing PayPal customers only)
  - j. Complete payment information.
  - k. Select "Go Now". You will receive a message that your order has been approved.

**AGCRA Membership Application**

New  Renewal

Rank: \_\_\_\_\_

Name: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

Email Address (AKO): \_\_\_\_\_

Chapter Affiliation: \_\_\_\_\_

**Membership Rates**

Officers, Warrant Officers, SFC-CSM, and GS8/NSPS Pay Band 2 and above:

\_\_\_ 1 Year \$25.00

\_\_\_ 3 Year \$65.00

SSG and below, GS7/NSPS Pay Band 1 and below, and Contractor Personnel:

\_\_\_ 1 Year \$20.00

\_\_\_ 3 Year \$50.00

**Lifetime Membership Rates:**

\_\_\_ Age 18-29 \$700.00     \_\_\_ Age 30-39 \$600.00

\_\_\_ Age 40-54 \$500.00     \_\_\_ Age 55+ \$400.00

## Items for Sale in the Sutler Store

For more information or to purchase items, go to <http://agcra.com/store/>

Check out the AG Corps logo apparel available in the Sutler Store. Featured is the new AG Corps Ball Cap available in navy or red.

Additionally, cool dry polyester Polo shirts w/AG Corps Logo are available in both women's and men's styles in an assortment of colors.

Crewneck and Hooded sweatshirts w/AG Corps Logo are also available in Navy.

For Golfers who want to show their AG Corps pride on the course, click on "The Golf Store" tab on the homepage. AG Corps Golf items include: Golf Towels w/Grommet and Logo available in Red or Navy; a light weight Golf Wind Shirt w/Logo and zippered sleeves in two locations available in Navy; and AGCRA Golf Tees

(3 ¼") available in Natural or White.



*All prices include shipping and handling.*

**AG Corps Golf Windshirt (Navy) – \$50.00**

**AG Corps Ceramic Mug (Cobalt) – \$7.00**

**AG Corps Stainless Rollerball Pen – \$10.00**

**AG Corps Ball Cap available in Navy or Red – \$15.00**

**Executive Zippered Padfolio (Blue/Black) – \$25.00**

**AG Corps Men's Polo - Cool Dry Polyester (Navy, White, or Red) – \$25.00**

**AG Corps Women's Polo - Cool Dry Polyester (Navy or Red) – \$25.00**

**AG Corps Laser engraved Wooden Humidor, Solid or Glass Lid – \$45.00**

**AG Corps Golf Tees, 3 ¼", 25 count (Natural or White) – \$7.00**





# AROUND THE ARMY HR COMMUNITY...



1



4



2



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3

Pic #1, USAR - MSG Anthony Martinez administers the NCO Oath to SGT Michael Garrison with BG William D. R. Waff, Deputy CG, Mobilization & Reserve Affairs, US Army Reserve Command, at the IRR Muster in Tampa, FL on 14 March 2010.

Pic #2, USAR - Career Counselors from the US Army Reserve Command counsel Individual Ready Reserve (IRR) Soldiers at the IRR Muster held in Tampa, FL on 14 March 2010.

Pic #3, 3<sup>rd</sup> IBCT, 25<sup>th</sup> ID - MSG Michael Higgins and MAJ Jeff Burnett, from the 3d IBCT, 25th Infantry Division S1, with children at the Tikrit Orphanage in Northern Iraq. The children were treated to bags of candy and toys from the Bronco Brigade S1 shop while a medical team from the BCT conducted courtesy medical checks.

Pic #4, ARNG - Group photo of the 246th Army Band, Columbia, SC, under the command of CW2 Jessie Morlan. The band has 40 plus members assigned to four Musical Support Teams (Ceremonial Band, Pop-Music Band (Moment's Notice), Jazz Combo (Blues In Green) and the Brass Quintet).

Pic #5, Overdue BSM - On 3 April 2010, LTC Ed Bayouth, USAR (right), from the AG School, presented a Bronze Star Medal to Mr. Paul Dotterer, PFC in WWII (center), at the American Legion Hall in Bluffton, IN. Mr. Dotterer's son, Jeff, also participated in the ceremony.

**The Adjutant General's Corps  
Regimental Association (AGCRA)  
PO Box 10026  
Fort Jackson, SC 29207**

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**To: Current Resident or,**



**SHERIFF LEON LOTT, RECEIVES THE HORATIO GATES HONORARY MEDAL**

On March 23, 2010 COL Robert L. Manning, Chief of the Adjutant General's Corps, presented the Association's Horatio Gates Honorary Medal to Sheriff Leon Lott, Sheriff of Richland County, SC, during the LTG Timothy J. Maude Leadership Lecture Series. The Association recognized Sheriff Lott's commitment and service to the Maude Foundation and the Soldiers of the Adjutant General's Corps and Fort Jackson. Sheriff Lott has served the Richland County Sheriff's Department since 1975 and gives to his community and Soldiers in a variety of manners, including co-sponsoring the Maude Lecture series in conjunction with the Maude Foundation, and serving as President of the Palmetto Chapter for the Association of the United States Army (AUSA).