

1775

**MOVING FORWARD:
*A NEW ERA FOR THE AGCRA***



September-October 2025



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1775, The Journal of the Adjutant General's Corps Regimental Association, (ISSN 1551-8205), is published by the Adjutant General's Corps Regimental Association, a non-profit organization, headquartered in Columbia, South Carolina, and is devoted to the advancement and professionalism of Adjutant General's Corps Regiment members. Articles appearing in the journal do not necessarily reflect the opinion of the officers and members of the Regimental Association, nor the Army's Human Resources leadership. Articles submitted by AGCRA members, Soldiers, and other service members or civilian employees of the U.S. military services are expressions of personal opinion unless otherwise stated, and should not be interpreted as reflecting the official opinion of the Department of Defense.

1775 is scheduled to be published three times per calendar year (April-May, September-October, and December-January), and is published on-line only (no printed copies). The editor reserves the right to reject any articles and/or to modify articles for clarity or space limitations. The editor also encourages the submission of photographs and illustrations to accompany articles. By submitting your photograph or illustration, you release publishing rights of the image to the Adjutant General's Corps Regimental Association (AGCRA). If other people appear in your photo, you must have sufficient permission of any recognizable figure, model or person appearing in the photograph to be able to submit the photograph to the AGCRA and to be able to release the publishing rights of the photograph. The AGCRA claims all rights to the usage of your photograph for use within **1775** and on printed and/or digital material.

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The Adjutant General's Corps Regiment

Honorary Colonel, Warrant Officer and Sergeant Major



**HONORARY COLONEL OF THE REGIMENT
MG (RET) RICHARD P. MUSTION**



**HONORARY WARRANT OFFICER OF THE REGIMENT
CW4 (RET) CONSTANTINE S. GREEN**



**HONORARY SERGEANT MAJOR OF THE REGIMENT
CSM (RET) DARLENE C. HAGOOD**



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From the Editor



Welcome to the fifth digital only edition of 1775. This September-October 2025 edition is dedicated to transition. Not only are we recognizing a change in the AG School Commandant, but also a change in the President of our Association. Dr. (SGM, Ret) Mark Clark, Jr. is the first non-Colonel to lead our Association in its almost 40 year history. His joined by a new Association Senior Vice President—CW5 (Ret) Dave Betancourt. Together, they will bring new focus and new era of excellence that will guide our Association for years to come. I am honored to serve along side them. I also continue to be proud to see that more members of our Association are taking the time to write and submit articles for publication in 1775. Your professional journal will continue to improve – and we welcome your contributions as we together make 1775 the professional journal for Army Human Resources.

Shields Up!

Defend and Serve!

Steve Shappell, Editor, 1775

A New Era of Excellence for the Adjutant General's Corps Regimental Association

By Dr. Mark A. Clark Jr., President/CEO, AGCRA



I am truly honored to serve as your President and CEO for the Adjutant General's Corps Regimental Association (AGCRA). As a retired AG Soldier, there is no better post-retirement role I

could imagine. Our AG Corps has always been a community fueled by passion, pride, and an unwavering commitment to service — qualities that make us stand out across the military. I believe the best is yet to come.

This year, we proudly celebrated the 250th Anniversary of the Adjutant General Corps, a milestone that speaks to our enduring legacy. Looking ahead, we will commemorate another historic moment in 2027 — the 40th Anniversary of the AGCRA. Four decades of excellence, camaraderie, and professionalism are no small feat. As we reflect on our past, we are also deliberately shaping our future, ensuring that our Association continues to grow in relevance, reach, and value for every member.

There is no greater time than now to be part of the AGCRA. As your President, I am committed to leading with purpose and transparency, guided by five key strategic initiatives that will drive us into this next era of success.

Expanding and Strengthening Membership

Membership growth is a direct reflection of our relevance and the trust our community places in us. In recent months, we have welcomed just under 300 new members, including an impressive 271 new lifetime members. This surge

is not by chance — it's the result of renewed outreach, targeted engagement, and creating meaningful value for our members. Moving forward, we will continue to modernize our processes, expand benefits, and ensure every member feels connected, valued, and proud to be part of our AGCRA family.

Launching the Young Leaders Advisory Board (YLAB)

The future of our Association depends on the energy, ideas, and vision of our next generation. That's why we have launched the Young Leaders Advisory Board (YLAB) — a dynamic committee designed to empower young AGCRA members to contribute their perspectives, shape initiatives, and help us develop programs that resonate with tomorrow's leaders. This is not just about inclusion; it's about ensuring that the next era of AGCRA is informed and inspired by the voices of those who will carry our mission forward.

Honoring Commitment Through New Lifetime Member Recognition

Lifelong commitment deserves lifelong recognition. We are proud to introduce new lifetime member pins and certificates — tangible symbols of enduring loyalty to the AGCRA. These are more than keepsakes; they represent our gratitude and respect for those who have chosen to stand with us for the long haul.

Looking ahead, we are also working to enhance the value and exclusivity of lifetime membership. We plan to add the lifetime pin design to select professional, business-style merchandise available exclusively to lifetime members. Pending coordination with the Sutler Store, we

plan to create a dedicated “Lifetime Exclusive” section where members can order and even personalize these items with their names — a unique way to showcase their lifelong connection to AGCRA.

Expanding Our Scholarship Program

Education is a cornerstone of opportunity, and the AGCRA is committed to supporting our members and their families in achieving their academic goals. We have expanded our tiered scholarship program to include awards of \$5,000, \$2,500, and \$1,000. Recipients who maintain a 3.0 GPA will have the opportunity to receive the same award amount again the following year — ensuring ongoing, substantial support for their educational journey. This approach rewards academic excellence and provides sustained assistance to our scholars as they pursue their degrees.

Implementing an Innovative Awards Process

Recognition is at the heart of our mission, and we have taken bold steps to transform how AGCRA honors its members. We have developed a new, innovative awards process designed to increase transparency, improve efficiency, and empower chapter leaders. This process includes standardized timelines, real-time tracking, and clearer communication channels — ensuring that award nominations are processed promptly and fairly. As a result, we have successfully addressed a significant awards backlog and positioned the program for long-term sustainability, making sure that deserving members are recognized without delay.

Coming Soon: Building for the Future

Our vision for AGCRA's future doesn't stop here. In the months ahead, we are excited to launch:

- Mentorship Dashboard – Connecting members across ranks, specialties, and locations for professional growth and guidance.
- Leader Development Seminar Series – A structured program of workshops, panels,

and keynote events to enhance leadership skills at every career stage.

- Expanded Sponsorships and Certifications – Partnering with industry, academia, and military-friendly organizations to provide members with career-relevant certifications and professional advancement opportunities.
- AGCRA Mobile App – Bringing news, events, membership management, and community networking directly to your fingertips.

These initiatives are just the beginning. We are laying a foundation for sustainable growth, greater member engagement, and stronger connections across our global AGCRA network.

Whether you've been with us for decades or are just joining, I encourage you to get involved, share your ideas, and take pride in the incredible community we share.

The AGCRA's future is bright — and it's brighter because of you. Let's honor our history, celebrate our present, and work together to build an even greater future.

Dr. Clark retired from the Army in 2023, after serving over 29 years in uniform. His final active duty posting was as the Senior Enlisted Advisor to the Army's Deputy Chief of Staff, G-1. Dr. Clark assumed the presidency of the Adjutant General's Corps Regimental Association on 6 June 2025



New Chief of the Adjutant General's Corps/ Commandant of the AG School Installed

Article and photo courtesy of US Army

Col. R. Arron Lummer became the 23rd chief of the Adjutant General Corps and the 37th commandant of the AG School during a ceremony held Aug. 19 in the Soldier Support Institute auditorium.

Lummer assumed the titles after receiving the AG School colors from Col. Jason Edwards, SSI commander during the ceremony. Edwards received the colors from Col. Chesley Thigpen before passing them to Lummer.

The ceremony is simple and full of tradition. The passing of the colors is the key to a change of commandant ceremony as the banner served as a rallying point during war time. When Edwards passed the colors it represented the school never being without a leader.

Edwards praised Thigpen's efforts over the past few years including leading a team to develop a new military occupational specialty for recruiters. The process normally takes 5 years – Thigpen got it done in one.

Thigpen is leaving to become the Army Training Center and Fort Jackson's deputy commanding officer.

The transition was seamless between the two leaders, Edwards said. "What you see on both sides of the aisle here today is humble."

"You're humble leaders focused on the mission, focused on the training, and focused on Soldiers," he added. "So, thank you for making this a seamless transition."

Lummer comes to Fort Jackson from Korea where he was the Assistant Chief of Staff, G1, for Eighth Army.

"I think most will find Arron to be the right Soldier to lead the branch into the future," Edwards said. "The AG School and its amazing



Col. R. Arron Lummer, chief of the Adjutant General Corps and AG School commandant, receives the colors from Col. Jason Edwards, Soldier Support Institute commander, during a change of commandant ceremony held Aug. 19. Lummer assumed duties from Col. Chesley Thigpen. (Photo Credit: U.S. Army / Robert Timmons)

personnel are ready for you."

Lummer said he is proud to be chosen for the position.

"I'm immensely proud to be on this team," he said to the AG Soldiers present at the ceremony. "These are tough, exciting times, and we have a lot of work to do, and I absolutely believe that there's virtue in action – so let us get to it.

"Number 37 is on the net, sir."

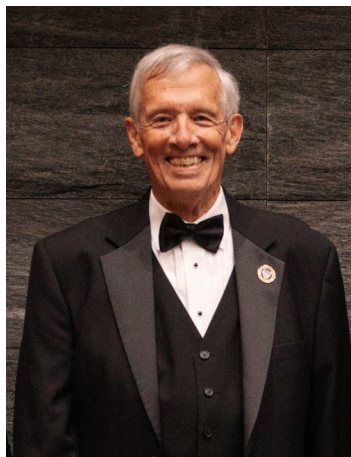


Chief of the AG Corps Announces the New Honorary Warrant Officer of the Corps

By authority of Army Regulation 870-21, The U.S. Army Regimental System, COL Chesley D. Thigpen, 22nd Chief of the Adjutant General's Corps, appointed CW4 (Ret) Constantine S. Green as Honorary Warrant Officer of the Adjutant General's Corps, effective 7 June 2025.



Pictured above left, CW4 (Ret) Constantine Green, newly appointed Honorary Warrant Officer of the Adjutant General's Corps. Pictured above right is CW5 (Ret) David A. Ratliff, outgoing Honorary Warrant Officer of the Adjutant General's Corps.



CW4 (Ret) Green is backfilling CW5 (Ret) David A. Ratliff, who has served as Honorary Warrant Officer of the Corps since January 2020. CW5 (Ret) David A. Ratliff led Army Bands in performances for countless military and civilian dignitaries on three different continents. His accumulative command

The Honorary Warrant Officer of the Corps provides a link with history for today's Soldiers. Also, the primary mission of an Honorary appointee is to perpetuate the history and traditions of the Corps, thereby enhancing unit morale and esprit. The Honorary Warrant Officer of the Corps is a distinguished retired Warrant Officer with prior service in a unit of the Corps.

CW4 (Ret) Green is a distinguished member of the United States Army, originally hailing from Kingston, Jamaica. CW4 (Ret) Green began his military career by enlisting in the Army on June 23, 1982, and entered active duty on June 15, 1983. Demonstrating exceptional leadership and dedication, he served as an enlisted Soldier for twelve years, attaining the rank of Sergeant First Class before his appointment as a Warrant Officer on December 12, 1995. CW4 (Ret) Green was inducted as a Distinguished Member of the Corps in June 2017.

time of 18 years far exceeds that of most field grade and general officers. CW5 (Ret) Ratliff's Active Duty culminated with his assignment as the Army Bands Proponency Officer. CW5 (Ret) Ratliff assumed these duties at the AG School as it relocated from Fort Benjamin Harrison to Fort Jackson in 1995. As the Bands Proponency Officer, he was directly responsible for accessions of band Warrant Officers across all components (RA, USAR, and ARNG). CW5 (Ret) Ratliff was also inducted into the AG Corps Hall of Fame (HOF) on 2012 as the HOF's first Army Bandsman, and is also a Distinguished Member of the Corps. CW5 Ratliff was the Vice President, Awards of the National Executive Council for over 20 years.



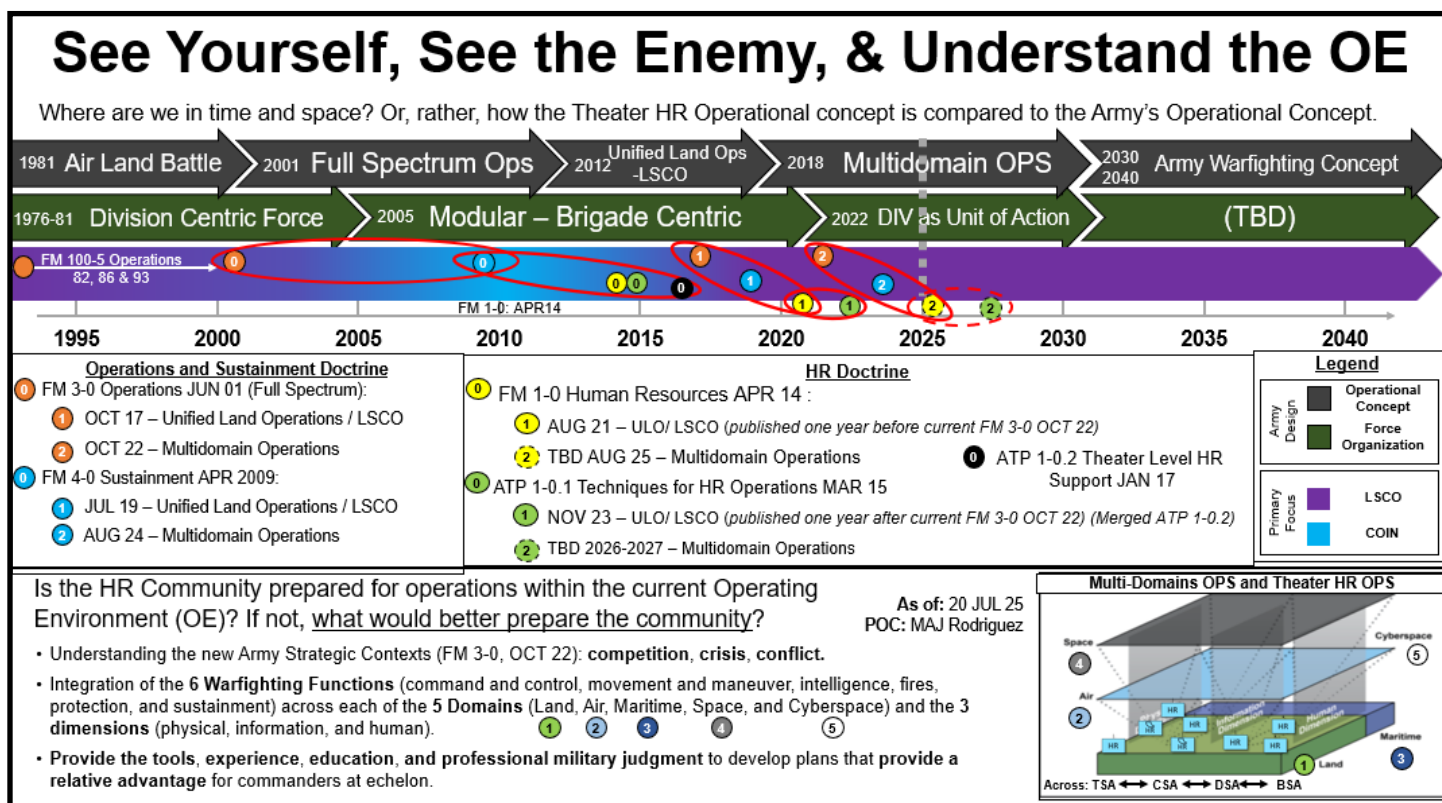
Developing an HR Operational Mindset: Rebalancing the HR Mindset to Support Our Next War

By MAJ Gamaliel Rodriguez Montanez and MAJ Hannah Alexander

“What we do hasn’t changed, but how we do it has.” Those are the words from MG Rampy during her Keynote Address at AG Week in June 2025. Since our mission hasn’t changed, we must examine two questions: what is our mission, and what caused the change in how we do it? We can briefly answer the first question with the statement “We man the force and provide HR service.” The second question requires consideration of the operational environment (OE) of great power competitors, which has changed. This article aims to examine the steps the AG community must take to support the Army’s direction and the Nation’s interests. Ultimately, **we must develop an HR Operational mindset** that is not just technically proficient

during garrison functions but also possess an operational mindset to effectively support our next war.

Before we dive into how we develop an HR operational mindset, **we must first see ourselves, see the enemy, and understand the OE.** The last 20 years of the Global War on Terrorism was a period that did not drastically challenge HR operations in any area of operations. As a result, funneling troops, replacements, and postal operations were largely uncontested. This was characterized by centralized logistic points outside the theater that served as a haven for friendly forces due to our dominance in the air and maritime domains. Moreover, the volume of US troop casualties



Conceptualization of the OE evolution, the HR operational support primary focus and what would better prepare the AG community to support the next war.

was drastically lower than what we are currently witnessing in the Russia-Ukraine War, where an average of one thousand casualties are inflicted, each day. But what happens when our OE changes, and our enemy is a great power competitor with similar capabilities? We must change how we think and operate. Integration with the remaining Warfighting Functions across all five domains and three dimensions is critical. Understanding our role and synchronizing efforts throughout the competition continuum becomes paramount. Modernizing equipment, doctrine, education, and professional military judgment to provide, create, and exploit relative advantage are the keys to winning. Once again, we must undergo a cultural shift in how we think and operate, recognizing the importance and urgency of this change. This is how we **Develop an HR operational mindset.**

To transform, we must first recognize how we currently view our roles as HR Professionals and confront why it is difficult for many of us to adjust our mindset. We gravitate to what is obvious in our career field, what other Soldiers understand is our job when they think about the S-1, Essential Personnel Services (EPS). EPS are important, as they ensure individual Soldiers are taken care of from an administrative perspective. However, EPS cannot be the only aspect of our profession that we are known for. EPS are only a small portion of what makes us unique and what makes us valuable assets to the organizations that we are a part of. So why do we focus on EPS? EPS is visible and it impacts every Soldier directly (think, for example, of awards, evaluations, promotions, readiness, and military pay). However, could our dominate focus on EPS be due to the fact that they are the tangible part of our job? Could it be because they are straightforward and scientific, and often comes with the right answer? We need to challenge ourselves to embrace the complex parts of HR support. **We need to embrace the “art”- the parts of our job that require critical thinking.** Considering topics

such as manning our organizations, casualty management, conducting replacement operations, and regenerating combat power is complex and challenging. Yet, these are the types of topics we need to focus on; this is how we become HR Professionals with an operational mindset.

Now, are we moving in the right direction? The short answer is yes, in short steps! Our mission remains the same: “Man the Force and Provide HR Services.” What we lack is an understanding of how to operate and integrate into Large Scale Combat Operations (LSCO) and Multi-Domain Operations (MDO). Specifically, we need to know how HR capabilities will be arrayed in the future battlefield, and how we can remain mobile and adaptive to support the Theater, Corps, and Division; the units that achieve objectives, defeat the enemy, and consolidate gains. As the former Adjutant General School (AGS) Commandant, COL Thigpen, said in his State of the Corps message at the AG Week in June 2025, it’s **“not just about acquiring new technology; it’s about fundamentally changing how we adapt, how we think, and how we execute HR.”**

In support of the Army Chief of Staff’s foremost priority—Warfighting—the AGS has incorporated the Decisive Action Training Environment–Indo-Pacific (DATE-IP) scenario into its curriculum across multiple lines of effort, ensuring alignment with contemporary operational demands. Starting with redesigning the MDMP Operational STAFFEX (LOE #1), which serves to introduce HR Professionals to the challenges of the INDOPACOM OE. LOE 2 integrates HR Operations into the curriculum with a focus on application and discussion for the rest of the course. LOE 3, the redesign of the HR Plans and Operations block of instruction to DATE-IP and continues to teach the HR systems like casualty estimation (MPTk). Lastly, LOE 4 involves tailoring the Culminating Training Event (CTE) with a more operational mindset, serving



Pictured above (Left) AGCCC students executing BDE level COA decision brief to COL Thigpen. (Center) CPT DelCid, CPT Caldwell, CPT Cline and 1LT Tickler conducting CAR set up. (Right) Students executing BDE level CAR to COL Edwards (SSI CDR).

as a capstone for the HR application and integration. All LOEs converging to achieve the desired end state of establishing an HR operational baseline for all, **thereby creating a unified and adaptive HR operational mindset.**

LOE 1 DATE-IP MDMP STAFFEX: during the days of 11 -13 February 2025, 130 Students from the AGCCC conducted a three-day MDMP exercise at the Warrior Training Area (WTA) as part of the DATE-IP STAFFEX. The training began with a ruck march and progressed through mission analysis, a course of action (COA) development, and wargaming. Students learned and served in various warfighting functions (WfF), creating a COA decision brief plan that was briefed to the AGS/SSI senior leaders. They also conducted a Combined-Arms Rehearsal (CAR) using a terrain model. Ultimately, students developed a shared understanding of the INDOPACOM scenario from various WfF perspectives and its implications for HR operations. They also recognized how HR

functions contributed to combat power, operational reach, and freedom of movement in a complex LSCO/MDO environment.

LOE 2 DATE-IP integration into the curriculum (lessons): since the summer of 2024, CAC/CASCOM/ARMY University moved to the INDOPACOM scenario. As a result, the AGS has been proactively integrating DATE-IP into its curriculum. Such efforts trickled down into the rest of our AGS institutional training for almost a year, transforming the training into a more operational mindset by integrating DATE-IP HR operational application into 125 lessons (73% of the curriculum). These became topics

DATE-IP AGS PME echelon plan given to the respective courses for execution.

DATE-IP AGS PME Allocation Overview – POC MAJ Rodriguez						
1 Gateway						
DATE-IP Base Plan for ASCC RSOI and Offensive - (USARPAC)						
2 Fortitude ASCC Offensive USARPAC	3 Palisade CJTF-SEA Offensive 6th Army	4 Passage Corps RSOI I Corps	5 Pugilist Corps Offensive I Corps	6 Apollo Division Offensive 25 ID	7 Adonis BDE Offensive 3-25 BCT	
Given to: ? Executing: ? Products: Base Plan	Given to: ? Executing: ? Products: Base Plan	Given to: WOIC - CTE CCC - PLOPS Capstone as 25ID Executing: ESC/DIV HROB ESC/DIV G1 Products: Base Plan TPFDD HR Annex/CoS	Given to: FORSCOM CGSC WOAC - CTE Executing: DIV G1 Products: Base Plan Main Annexes HR Annex/CoS	Given to: CCC - CTE WOBC - CTE SLC - CTE Executing: BDE S1 Products: Base Plan Main Annexes HR Annex/CoS	Given to: BOLC - CTE ALC - CTE Executing: BN S1 Products: Base Plan Main Annexes HR Annex/CoS	
<div> <div></div> We used for synchronization <div></div> CAC CTE Integration Task </div>						
AGS has a DATE-IP HR Annex and HR CoS						

of discussion for the rest of the course and served as continuous reinforcement to develop our students' understanding on how all HR core competencies integrate into the fight. The design was tailored throughout the school as all PMEs have different scopes based on their projected operational assignments. AGS created the HR Annexes and HR CONOPs that support multiple echelons, ranging from BDE to CORPS, with plans that are integrated with the scheme of maneuver and sustainment. This provides a tailored HR plan by phase, executed by a different echelon for the PMEs.

LOE 3 HR Plans and Operations (PLOPS), and HR Systems: From 24 February to 07 March 2025, 130 students completed the HR PLOPS block, where they integrated the HR operational approach into the INDO-PACOM scenario and culminating in a capstone exercise. The training began with a discussion on real-world HR operations in near-peer environments, and it progressed through key instructional lessons, including Theater HR Operations, HR Planning and Mobilization, Joint HR Operations, and Postal Operations instructions that taught the students the theoretical foundation of HR PLOPS. Students further integrated the HR technical scope through hands-on experience in HR systems classes, including Tactical Personnel System, Deploy Theater Accountability System, MPTk, and IPPS-A. The students were exposed to the po-

tential HR challenges, risks, and secondary effects that the HR community will face in the LSCO/MDO environment. The HR PLOPS was the key block of instruction that built upon fundamentals explored during their first week of class. Students overlaid the DATE-IP MDMP lessons learned from the Operational STAFFEX (BDE Order) in order to develop the HR Staff estimates, produce a BDE level HR Annex, HR CoS, and perform the HR Capstone. They integrated HR PLOPS into pre-deployment, Reception, Staging, Onward Movement, and Integration (RSOI), decisive OPS and redeployment OPS, which served as a stepping stone for the CTE.

LOE 4 CTE Redesign: The AGS has been redesigning the CTEs for all PMEs, in coordination with the different projected key development operational assignments where students are projected to be assigned. Nevertheless, the scopes of all the CTEs are the same - they prioritize HR technical and operational skills and validate the students' comprehension of the course material through the CTE execution. A great example of this execution was demonstrated by AGCCC classes 001, 002 and 003-25 who completed a nine-day CTE that integrated 16 weeks of instruction across key HR functions: Common Core, Data Education, HR Plans and Operations, Provide HR Services, and Man the Force.

The CTE began with a three-day garrison



Pictured above (Left) MAJ Alexander teaching MPTK to AGCCC students as a critical part of the HR running estimates in MDO/LSCO. (Center) MAJ Rodriguez and CPT Kriner discussing the DATE-IP Corps and Division levels TPFDD during the HR PLOPS block of instructions. (Right) CW4 Carrion receiving the DATE-IP-Passage RSOI ROC Drill (I Corps) as part of the Warrant Officer Advance Course CTE.

operation, during which students completed tasks associated with IPPS-A Queries, BN MOSI, USR, Command and Staff, Officer Slate, Rating Scheme, SR Profile, and Congressional Inquiries.

Days four and five encompassed pre-deployment operations where students completed tasks associated with deployment notification, received DATE-IP BDE level order, developed running estimates, created a BN level HR Annex, SRP level 1 & 2, Family Readiness brief, non-deployable scrub, deployment movement plan, and manifesting seat allocation.

Days six through eight consisted of deployment operations synchronizing with the DATE-IP BDE Base plan and HR CONOP. The students completed tasks associated with battle tracking, casualty operations, casualty estimate, combat strength, running estimates, BN HR CONOP, replacement operations, and the EOT awards ceremony.

The **CTE was finalized on day nine**, which included redeployment operations, reverse SRP, a BN-level Commander's in-brief, and drafting BN policy letters as part of a BN-level Change of Command. As a result, upon completing the nine-day CTE, the students will return to the force as HR professionals who not only excel in technical HR Garrison functions but also as HR professionals with an operational mindset, knowing how to integrate HR operations into the Army's Operational Concept. The AGS is devel-

oping cohesive HR professionals who build Warfighting capability, enable combat power generation, freedom of movement, extended operational reach, and prolonged endurance to accomplish the mission, consolidate gains, and win the nation's next war.

As the Army continues with its ongoing transformation efforts, it is no secret that our branch is lagging in many aspects, especially in HR operations and integration. However, it is up to us to take the right action and educate our HR professionals about where the Army is moving and how the HR Corps remains agile and meet the Army's needs. In coordination with external units, the AGS was called to provide professional development during symposiums and regional chapters' AG weeks. Efforts have paid dividends for HR professionals at stateside and OCONUS locations who don't have the immediate opportunity to attend the schoolhouse, providing them with the chance to develop their HR knowledge in topics not commonly covered by HR professionals.

Takeaway: "Developing HR Operational Mindset" is a **rebalance of our mindset** to effectively support our next war of great power competitors, where technical and operational proficiency skills are in equilibrium. As we advance in our careers, our duties, roles, and responsibilities will evolve, but, as MG Rampy stated, **"What we do hasn't changed, but how we do it has."** We must understand that modernization is not only about HR systems; it is



Pictured above (Left) CPT Valenzuela performing the pre-deployment and mobilization brief, integrating Power BI into the DATE-IP RSOI timeline. (Center) 1LT(P) Galloway performing the SUB for PH I, capturing PRR, triggered CCIR & casualties estimates for PH II. (Right) CPT Ragan is performing the SUB for PH III as part of split operations due to CTE TOC relocation.

about systems, operational concepts, and **operational mindsets that converge the HR execution with the desired end state**. Failure to understand the new OE, the Army Strategic Context, and the Army Operational Concept will lead to poor planning, desynchronized operations, and a disconnected HR function. As a result, we may not achieve and exploit our relative advantage against our near-peer adversary, risking our ability to accomplish our mission, defeat the enemy forces, and consolidate the gains that meet our national objectives, which is our ultimate end state.

MAJ Gamaliel Rodriguez Montanez serves as an AG School CCC Instructor at the Soldier Support Institute in FT Jackson, SC. He was commissioned as a lieutenant in the Adjutant General Corps and awarded a Bachelor of Arts degree in Management from

the University of Puerto Rico. He holds a Master of Business Administration from the Turabo University of Puerto Rico and a Master of Operational Studies Military Arts and Sciences Degree from the Army Command and General Staff College's Western Hemisphere Institute for Security Cooperation. Additionally, he is one of the authors of the "Personnel Accountability & Great Power Competitors" article, published in the Sustainment Magazine (Winter 2023 issue).

MAJ Hannah Alexander is a proud AG professional and serves as an AG School CCC Instructor at the Soldier Support Institute in FT Jackson, SC. She was commissioned as a lieutenant in the Adjutant General Corps and awarded a Bachelor of Science degree in Health Administration and Policy with a Minor in Military Science from Creighton University. She also holds an MBA from Western Governor's University.

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Exponential Technology and the Future of the Adjutant General's Corps: Harnessing the Law of Accelerating Returns

By Matt Metcalf

Technological change has never been as rapid—or as consequential—as it is today. Every aspect of modern life is being shaped by tools that grow faster, smaller, and smarter with each passing year. Ray Kurzweil, one of the world's leading futurists, calls this phenomenon the *Law of Accelerating Returns*: the idea that technology does not advance in a straight line, but instead grows exponentially.¹

For the Army, and specifically for the Adjutant General's (AG) Corps, this matters deeply. The AG Corps is charged with safeguarding and enhancing the Army's most critical resource: its people. Human Resources (HR) professionals across the force ensure that Soldiers and Families are cared for, talent is developed, and readiness is sustained. As technology accelerates, the AG Corps will not be a passive observer. Instead, it will be an active participant in shaping the Army's future.

This article explores how exponential technology will impact the AG Corps and the broader people enterprise. It outlines several transformative trends already visible on the horizon and offers three predictions for how these technologies may redefine HR in the Army of tomorrow.

The Law of Accelerating Returns

Kurzweil's Law of Accelerating Returns is simple in concept but profound in impact. He observes that once a technology becomes information-based, its rate of progress tends to double on a predictable schedule.² For example, the computing power available for a fixed cost has doubled approximately every two years since the mid-20th century. Similar patterns are emerging in artificial intelligence (AI), biotech-

nology, nanotechnology, and renewable energy.

In practical terms, this means the future will not look like today plus a modest increment of improvement. Instead, it will look radically different in surprisingly short time spans. The shift from typewriters to computers to smartphones happened within a single generation. Soldiers entering the Army today may serve entire careers in a force shaped by technologies that do not yet exist—but will soon.

For the AG Corps, the Law of Accelerating Returns signals a need for agility. Personnel systems, policies, and processes must be designed not for linear change but for exponential disruption. Leaders must anticipate technologies that at first seem futuristic but quickly become indispensable.

Impacts on the AG Corps and the HR Enterprise

The Army's *People First* priority already recognizes that readiness begins with human capital. Exponential technology will enhance this focus in four major ways:

1. Data and Analytics

Modern HR systems generate immense amounts of information. Exponential advances in computing and AI will allow the AG Corps to move beyond descriptive data ("what happened") toward predictive and prescriptive insights ("what is likely to happen" and "what should we do about it"). Retention modeling, assignment forecasting, and precision talent matching will empower commanders to place the right Soldier in the right position at the right time.

2. Automation and Efficiency

Routine transactions—processing leave requests, updating records, issuing orders—consume valuable time across the force. AI-enabled chatbots, virtual assistants, and secure automation can handle these tasks instantly, freeing HR professionals to focus on problem-solving, counseling, and leadership. Soldiers will experience HR support that feels seamless, fast, and nearly invisible in the background.

3. Personalization and Talent Development

Exponential technology enables a shift from one-size-fits-all policies to highly personalized career pathways. AI can identify unique strengths and interests, recommending training or assignments tailored to each Soldier while still aligning with Army requirements. Just as online platforms personalize recommendations for millions of users, Army systems may one day personalize career progression for every Soldier.

4. Global Connectivity

Tomorrow's HR enterprise will not operate in isolation. Secure, interoperable systems will connect the Army's personnel data with the Joint Force, interagency partners, and even allies. This will streamline deployments, multinational training, and coalition operations. For the AG Corps, global connectivity will mean managing Soldier data that moves as fluidly across borders as Soldiers themselves.

Linking Exponential Technology to the Army Transformation Initiative

The Army has recently launched the *Army Transformation Initiative (ATI)* to create a leaner, more lethal force capable of outpacing adversaries.³ ATI emphasizes delivering critical warfighting capabilities, optimizing force structure, and eliminating obsolete programs. Its companion effort, *Transformation in Contact (TiC)*, pushes new technologies into formations quickly, where Soldiers can test, refine, and shape them in real-world conditions.

While ATI focuses largely on modernization of weapons, formations, and decision-making systems, its success depends equally on how well the Army manages its people. Exponential advances in HR systems—predictive analytics, automation, personalized talent development, and holistic readiness tracking—are essential enablers of ATI. A force cannot be truly agile if its personnel processes lag behind its operational capabilities.

The AG Corps' embrace of exponential technology ensures that ATI's vision of a streamlined, lethal Army is matched by a streamlined, empowered Soldier experience. In short, modernization of systems and modernization of people processes must advance together.

Predictions for the Future

The pace of exponential technology makes prediction challenging, but three trends appear especially promising for the AG Corps:

Prediction 1: The AI-Powered Career Coach

Every Soldier may one day have access to a personalized, AI-driven career advisor. Drawing on a Soldier's performance, education, and personal goals, this digital assistant could suggest training courses, career broadening assignments, or professional development opportunities. It would provide real-time feedback, complementing the mentorship of leaders and NCOs. Far from replacing the human chain of command, this technology would empower leaders with richer insights to guide Soldiers' careers.

Prediction 2: Seamless Human-Machine HR Systems

Imagine an Army where Soldiers never "file paperwork." Instead, leave, pay adjustments, and assignment updates occur instantly and securely through interconnected systems. Blockchain-inspired technologies could verify transactions automatically, reducing errors and de-

lays. This future would allow the AG Corps to concentrate on strategic talent management while Soldiers experience HR as effortless as swiping a card or tapping a screen.

Prediction 3: Holistic Soldier Readiness Profiles

Exponential advances in wearable technology, medical sensors, and cognitive assessment tools may allow the Army to build comprehensive Soldier readiness profiles. These profiles could integrate physical, mental, and even biological data—always protected by strict ethical safeguards—to optimize health and performance. The AG Corps could play a central role in managing this data responsibly, ensuring that readiness metrics are used to support Soldiers rather than to penalize them.

Implications for AG Leaders

As exponential technology transforms HR, the role of AG leaders will also evolve. The profession will demand:

- **Strategic Talent Managers:** Leaders must think beyond transactions and become architects of a force that leverages data-driven insights for readiness and resilience.
- **Ethical Stewards of Technology:** With great power comes great responsibility. Leaders must safeguard Soldier trust by ensuring data privacy, fairness in AI-driven systems, and transparency in decision-making.
- **Adaptable Lifelong Learners:** Technology will not stand still. AG professionals must cultivate agility, continually update their skills and foster innovation across their teams.

Most importantly, leaders must remember that technology is a tool, not an end in itself. The AG Corps' mission has always been—and always will be—about people. Exponential technology, applied wisely, will amplify the Corps' ability to care for Soldiers and Families.

The Road Ahead

Ray Kurzweil's vision of accelerating technological change is not science fiction. It is the reality of our time. For the Army and its AG Corps, this presents both challenges and opportunities. If embraced thoughtfully, exponential technology can elevate HR from administrative function to strategic advantage.

The AG Corps motto, *Defend and Serve*, resonates powerfully in this context. By harnessing the Law of Accelerating Returns, the Corps can defend the integrity of the Army's personnel systems while serving Soldiers with unprecedented care and efficiency. In the end, exponential technology is not about replacing the human element—it is about unlocking human potential. And that is a mission the AG Corps is uniquely prepared to lead.

Notes

¹Ray Kurzweil, *The Singularity Is Near: When Humans Transcend Biology* (New York: Viking, 2005), 35–40.

²Ray Kurzweil, *The Singularity Is Nearer: When We Merge with AI* (New York: Penguin, 2024), 12–16.

³U.S. Army, "Letter to the Force: Army Transformation Initiative," 1 May 2025, <https://www.army.mil/article/285100>.

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From Industry to Army:

Lessons from a Year with Deloitte

By CW3 Marcus Harvey

A Different Kind of First Day

For the past 19 years, before my time at Deloitte, I knew exactly what I was going to wear. While the uniform may have changed over the years, it was always issued to me and came with a pair of boots. Before my first day at Deloitte, I was standing in front of my closet with my wife, debating color combinations, deciding whether to go with a suit and tie, and picking shoes that might pass for “business professional.” And don’t even get me started on the stress of figuring out parking in the DC area or braving the morning traffic.

That morning marked the start of my Training with Industry (TWI) assignment with Deloitte LLP, a one-year immersion into the corporate consulting world from June 2023 to June 2024.

My placement was with a project team in Deloitte’s Navy portfolio, focused on the service’s HR customer experience program.

Our mission wasn’t just to solve personnel problems — it was to ensure that, through the process, Sailors felt they could trust it. That meant measuring intangibles like transparency and empathy, in addition to tracking tangible results. I also supported initiatives to refine targeted recruiting strategies, equipping recruiters with richer applicant data to better align talent to mission needs. Analytics supported every effort — tracking, gathering, using, and reporting information to drive action.



Background on TWI

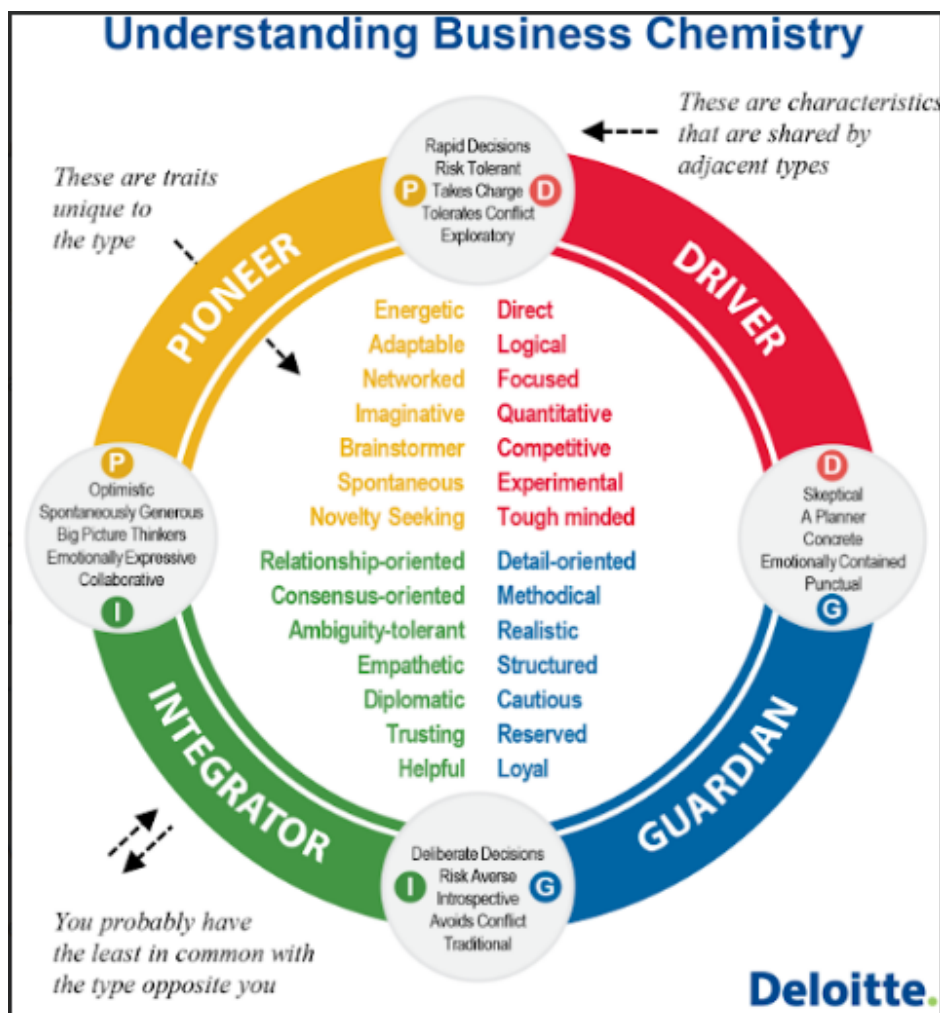
The Army’s TWI program places selected Soldiers with leading civilian companies to gain skills, insights, and best practices to bring back to the force. Participants are embedded in industry for up to a year, working alongside corporate professionals, learning their systems, processes, and cultures, and identifying ways those lessons can strengthen Army operations. For the Adjutant General’s Corps, it’s a chance to see HR, data, and process improvement through an entirely different lens. I was both humbled and honored to be selected for this unique opportunity, knowing how competitive the process can be and how much trust the program places in each participant to represent the Army well.

I’ll be honest — I wasn’t a fan of the TWI program before I applied. I couldn’t see how working with a business organization could translate into meaningful change for the Army. In my mind, the Army was too rigid for transformation, and businesses were too focused on profit to prioritize people. Deloitte challenged that assumption from day one.

Lesson 1 – Understanding Your Business Chemistry

One of the first things I completed at Deloitte was the Business Chemistry assessment — a personality framework designed to help teams work more effectively (Deloitte, n.d.). It’s similar to Myers-Briggs or Leader360 in that it identifies personal traits. However, it focuses heavily on how people work together and how they can “lose” one another in conversation or decision-making. The model identifies four types: Pioneer, Driver, Integrator, and Guardian.

I came out as an exact 50/50 split between



Understanding these dynamics allows me to frame initiatives in ways that resonate, adjust my approach depending on the audience, and avoid missteps that might stall momentum.

Lesson 2 – Data is a Tool, Not the Point

Deloitte reinforced a truth I had not fully embraced before: data is never the end goal. It's a tool — powerful, yes — but only if it leads to action. In the Navy HR customer experience program, we didn't collect data to fill a report; we collected it to change the way the system worked for Sailors. Metrics on transparency and empathy weren't "nice to know" numbers — they were drivers for process changes, training adjustments, and communication improvements.

Lesson 3 – Transparency, Approachability, and Aggressive Relationship Building Create Success

Deloitte's open-door policy wasn't just a catchphrase — it was real. Regardless of my team or supervisor, I could look at someone's calendar, request time, and have a conversation directly. There was no secretary to go through and no unnecessary gatekeeping. Often, those conversations ended with a recommendation to connect with yet another person who could help me achieve my goal.

That openness taught me that relationships equal opportunity. If an initiative has the potential to make things better, it's worth pursuing relentlessly — and sometimes that means sacrificing short-term convenience to build long-term connections. Since returning to the Army, that mindset has informed efforts to strengthen cross-service partnerships, such as with the Marine Personnel Administration School, and to be

Pioneer and Driver — someone energized by possibilities, quick to act, and focused on achieving results. While the accuracy of the description was impressive, the real value was how it helped me understand my teammates. For each type, the framework outlines what motivates them, how they prefer to work, and what behaviors might cause them to disengage. This approach offered me a different way to look at talent management — not simply matching skills to tasks, but understanding work styles, motivations, and interpersonal dynamics so that teams can operate at their best.

Over time, I realized that even without someone taking the test, I could still observe certain traits and relate them to one of the four types. This ability has helped far beyond my Deloitte team — it's become a way to better connect with peers, tailor discussions of real-world experience to my students, and adapt my communication when working with our talented developers.

more intentional about sharing AG School capabilities so they reach the widest and most relevant audiences.

Lesson 4 – Find Purpose Within the Structure

While Deloitte is an outstanding organization, I didn't walk away eager to trade my boots for a corporate badge permanently. The experience helped me see that what truly motivates me is purpose — and for me, that purpose extends beyond the Army. I've long felt called to work with nonprofits focused on homelessness and food insecurity, and to mentor teenagers.

At Deloitte, I noticed colleagues intentionally aligning their skills, certifications, and project choices to their passions. That realization changed how I approached my professional development. Now, when I pursue a certification — whether it's Power BI or advanced data analytics — I think not only about how it benefits my Army career, but also how it can help the communities I want to serve in the future.

Applying the Lessons Back to the Army

When returning to uniform, the intent was never to apply lessons personally, but to share them in ways that strengthen the team, improve processes, and contribute to the broader AG Corps mission. The skills and credentials gained — including Project Management Professional certification and multiple Microsoft Office Specialist certifications at both Associate and Expert levels — became tools to serve others.

An understanding of Business Chemistry proved especially valuable in fostering collaboration. By recognizing certain traits and relating them to one of the four types, even without formal assessments, it became possible to adapt communication for different audiences. This has supported closer work with peers, tailoring discussions for students to connect classroom learning to real-world experience, and collaborating effectively with the developers who help bring new capabilities to life.

I always felt data must drive action, but the TWI experience went beyond finding new ways to show numbers on a dashboard. TWI underscored that while it's possible to spend 40 hours trying to push every data technique onto students, what truly matters is sparking their curiosity and breaking down the barriers that keep them from engaging with data in the first place. The goal is to equip them with essential tools, spark their interest in learning more, and give them the confidence to apply what they know in the field. This mindset has shaped not only enhancements to the IPPS-A Administrators Course, but also the creation of the new Data Management Course set to launch in FY 2026 — a course designed to build both competence and confidence in applying data for Army HR decision-making.

Perhaps most importantly, TWI reshaped how I think about training AG professionals. The product — whether a course, a module, or a practical exercise — should be treated like a business offering. It must be continually improved, shaped by the feedback of our “customers” (the students), and informed by proven techniques from other organizations. Using an agile project management approach, these elements can be implemented quickly, refined in real time, and adapted to meet the evolving needs of the force.

Lessons from Deloitte's culture of transparency and relationship building inspired efforts to strengthen cross-service networks, aggressively market course offerings, and expand strategic communications about AG School capabilities through professional publications. And the insight to find purpose within structure has given a new lens for work — one that ties professional growth directly to meaningful service, whether in uniform or future endeavors.

Even outside of work, the year was an education. Living and working in the DC area meant being surrounded by history every day — monuments, memorials, and the reminder that the

service we provide today stands on the shoulders of generations who came before.

Closing

I now see TWI for what it truly is — not a detour from the Army, but a deliberate investment in it. For anyone interested in broadening their skills, challenging their assumptions, and bringing back actionable innovations, I recommend reaching out to the AG proponent for your MOS. It's an opportunity that can change not only your perspective, but the way you lead and serve.

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Losing Talents to the Commercial Sector – How Do We Use Analytics to Detect and Address Retention Risks for The Right Talent Early?

By MAJ Samuel Ng

Retention has become a challenge for the Army as the talent war with the commercial sector intensifies. The commercial sector offers higher salaries, better work-life balance, and greater career flexibility (Kaplan, 2021). These growing gaps undermine the Army's ability to retain talent, exacerbating a decline in manpower and affecting operational readiness. To combat this, the Army could adopt more proactive and data-driven retention strategies aligned with the US Army People Strategy's Line of Effort 4: Retain Talent (HQDA, 2019). This strategic initiative ensures the Army has the right people in the right place at the right time to navigate current and future adversities.

Analytics tools are widely utilized in the commercial sector because they offer practical and effective solutions for HR issues. By examining historical data, we can leverage analytics to anticipate trends, forecast outcomes, and mitigate organizational risks. According to research from the Society for Human Resource Management (SHRM), 82% of commercial organizations em-

[services/consulting/blogs/business-chemistry/the-4-types.html](#)

About the Author

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SHRM research shows how commercial organizations utilize analytics for different HR functions (Decker et al., 2024)

ploy analytics to identify high-risk employees and calculate turnover rates for employee retention (Decker et al., 2024). The Army could also utilize analytics to make informed and stra-

tegic HR decisions. This article will address the challenges of adopting analytics within the Army and explore how the Army can embrace predictive analytics to transform retention strategies and retain the best talent for the job.

Overcoming The Struggles of Analytics Adoption in The Army

While analytics offers tremendous potential for early detection of retention risks, it is essential to acknowledge the current struggles that hinder adoption: a weak data-driven culture and limited data proficiency among personnel (MAJ Grajales, 2025). The Army must embrace this evolution as data-driven decision-making is integral to today's competitive environment, particularly regarding retention. Leadership must actively cultivate a culture that values data, enhances accessibility to data-driven opportunities, and embraces risk tolerance for predictive decision-making. For individuals, this means overcoming the fear of using data by improving data literacy through self-development courses or peer-learning opportunities. HR professionals handle large volumes of data daily and are ideally positioned to be the change agents for analytics adoption, elevating themselves to provide strategic insights. The first step is for HR professionals to be bold enough to lead the implementation of data-driven strategies for the Army! This will enable the Army to learn and remain competitive by using analytics to predict why people separate and how to mitigate the issues.

Optimizing Data Collection for Greater Insights

Data collection forms the foundation for effective analytics by leveraging information to identify patterns, predict trends, and make informed decisions (Stobierski, 2021). For retention, HR professionals can collect data from exit interviews, employee engagement surveys, evaluation reports, and HR systems (Rockwood, 2023). Collecting data from multiple sources enables robust and reliable analysis of factors affecting retention, thereby reducing biases and potential

gaps in insights.

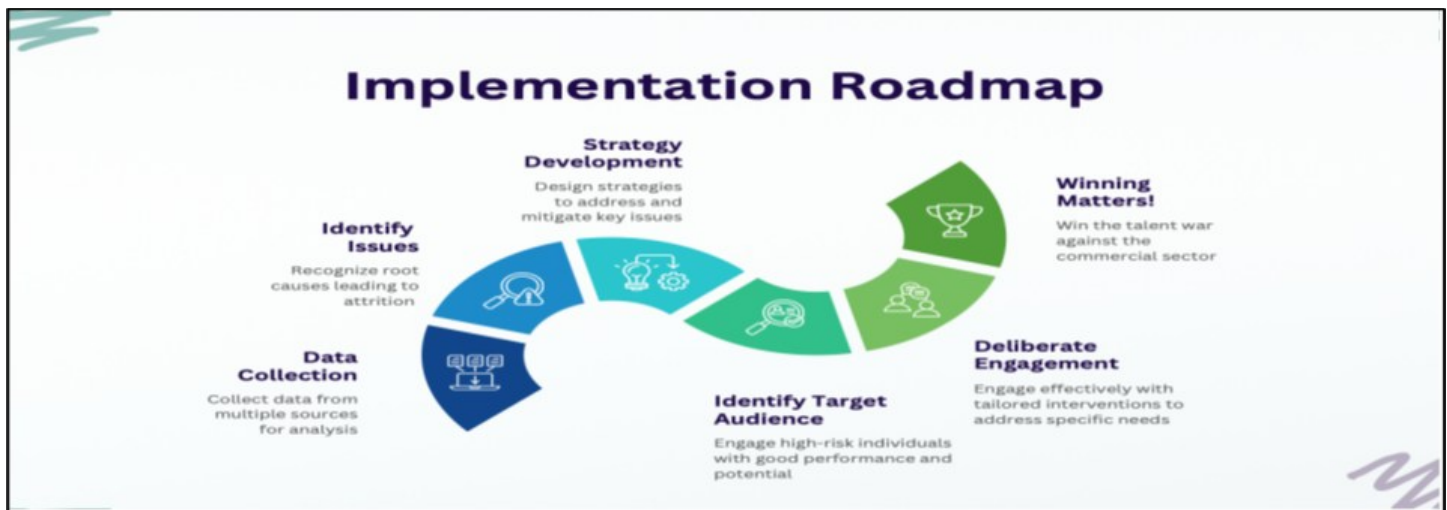
Understanding the Past Empowers HR Professionals to Build a Better Future

There are four main types of data analytics: descriptive, diagnostic, predictive, and prescriptive (Cote, 2024). HR professionals can utilize predictive analytics on various historical data to identify the root causes of attrition. According to the recent HQ Department of Army (HQDA) exit survey, officer separations can be attributed to family commitments, personal aspirations, and work culture factors, including insufficient work-life balance, inadequate compensation, limited career growth, and ineffective leadership. The Army has moved away from traditional retention strategies that relied on leaders and commanders intervening only when Soldiers expressed dissatisfaction or chose to separate from the Army. By effectively utilizing key findings from historical data, the Army can proactively identify potential factors and develop retention strategies that address these critical issues.

Tailored Retention Strategies for Targeted Individuals: Moving Beyond One-Size-Fits-All

HR professionals significantly impact their organizations by transforming predictive analysis into proactive retention strategies. It is essential to identify Soldiers at a higher risk of separation based on anticipated trends such as job satisfaction, career development opportunities, and leadership support.

How can HR professionals bring their efforts to the next level and keep our best talent for the job in the Army? HR professionals can use evaluation analytics to help leadership identify high-performing talent with exceptional potential, allowing leaders to prioritize their time for targeted engagement. This enables leaders to channel their focus on the right individuals and provide them with tailored interventions that meet specific needs instead of the one-size-fits-all retention strategies (Gouldsberry, 2023).



For instance, Soldiers may have different career priorities and aspirations at various stages. Some might prioritize career advancement, while others value work-life balance. Leaders can leverage this understanding to provide targeted counseling and implement precise retention strategies to retain top talents. The individuals targeted will feel supported and safe in a psychologically safe environment, enhancing their commitment to the organization. These actions create a win-win solution for both the organization and the individual. Shifting from a reactive to a proactive approach will help retain top talent and remain competitive with the commercial sector (Westover, 2025).

Conclusion: Building a Data-Driven Future for Army's Retention

In today's competitive landscape, the Army must cultivate a data-driven culture to learn from historical systemic or personnel issues, thereby enhancing its chances in the talent rat race. A comprehensive and future-oriented approach is essential for effectively tackling the retention issues within the Army.

By utilizing predictive analytics alongside preemptive measures, the Army can identify potential attrition signals early, discover the root causes of attrition, and implement targeted strategies to engage high-risk groups. As HR professionals shift from transactional to strategic HR roles through analytics, they can significantly contribute to the Army People Strategy and cre-

ate more value propositions for the organization!

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Embracing the Data Renaissance – Army HR Invests in Literacy and Analytics

By CPT Benjamin Cody

The July heat of 1775 was nothing new to the volunteers of the newly formed continental Army. While the new fighting force prepared for the daunting task of combatting the world's military superpower, the bedrocks of the Army's structure began to take shape. The first and most important data set, a crude personnel report derived from decentralized counts of militia from the 13 colonies, provided visibility on American capabilities General Washington needed to win the war for our independence.

Two hundred and fifty years removed from providing assessing strength based on handwritten reports delivered by horseback, the modern Army Human Resource professional faces a much different problem. Due to the rapid advancement of digital Human Resources platforms, HR Professionals at every rank find themselves inundated with data from HR systems ranging from IPPS-A, IPERMS, ERS, OBIEE, SABIR, just to name a few. To respond to this new flood of information, HR Professionals can adapt by adding a new skill into their professional rucksacks: Data Literacy. Army Doctrine defines data literacy as, "the ability to derive meaningful information from data so that it can be applied effectively to actions and outcomes" (ADP 3-13, 2023). Once seen as a niche skill for special branches or Warrant Officers, data literacy has since been codified into Army doctrine as an essential skill for the support of Commander's



Scott Holmes, an instructor at the U.S. Army NATO human resources training course, provides tips to Sgt. Brandon Bailey, Allied Forces North Battalion S-1, in Sembach, Germany. (Photo Credit: Troy Darr)

decisions.

The Army has fully embraced the organizational learning curve, institutionalizing data education across the ranks. TRADOC Commander General Gary Brito fully endorses the focus, stating that "...a continuum of learning between brick-and-mortar institutional training and home station (unit of assignment) training is critical to keep data literacy at the forefront." (2025). The TRADOC Commander's initiative for increased data training has a deep impact on the AG Corps. Adjutant General personnel now benefit from opportunities to undergo data analytics training in both data systems and data analysis as part of their Primary Military Education. Offic-

ers, Warrant Officers, and Noncommissioned officers at Fort Jackson, South Carolina receive



MG Hope Rampy, HRC Commanding General, presents Lieutenant Kalee Harris an award for her work with IPPS-A. (Photo Credit: Erin Sherwood)

training in Microsoft Power BI, a data analytics and presentation tool that can synchronize and display massive amounts of data in the form of interactive dashboards. Through this training the Army is empowering HR Professionals to support Commanders in making informed, data driven decision for their formations.

The Army is not only teaching these data skills, it is also empowering promising young leaders who exhibit them. In 2024, the Army used a data driven algorithm to manage its talent marketplace, an attempt to eliminate unit bias and optimize the talent distribution for junior Captains. The project was led by Lieutenant Karlee Harris, whose analytical and programming skills helped her develop the elaborate personnel system (Sherwood, 2024).

As a result of her efforts the Army continued to invest in Lieutenant Harris as she became the first Army Lieutenant to be awarded Doctoral Funding for her advanced studies.

For HR Professionals who do not have a for-

mal data education in their background there is still hope. Platforms like S-1 Net provide all members of the HR community access to resources and connections to begin their journey to better data literacy. Microsoft offers free training on the Power BI platform through the PL-300 Power BI Data Analyst Course. Units can invest in their HR and Finance professionals by sending them to the Darla Moore School of Business at the University of South Carolina for data analytics courses. In addition to receiving education, data skills must be trained and practiced regularly to truly harness their potential. The cultural shift will not happen overnight. General Brito states, "Data literacy, like any skill, is developed over time through repetitive, progressive training and reinforcement of those skills in operational settings" (2025). Shops must incorporate training to pull, analyze, and brief data while codifying the proper procedures for effectively employing data.

Army Human Resources has been empowered with the tools to predict strength, readiness, compliance, and essential personnel services through the application of data analysis. These developments allow the HR community to provide more output with fewer personnel, which is increasingly important as the Army battles recruitment and retention issues. As the AG Corps continues into its 250th year, the assessments provided by the human resources enterprise are just as important as they were in the Summer of 1775. Commanders, planners, and Soldiers all depend on the competence and commitment of the Adjutant General Corps. With the Army's additional investment in data technology comes the weight of expectation that HR professionals learn how to use it. With the proper synthesis of training, self-development, and resource sharing the Army is poised to unleash a new generation of sustainers armed with knowledge and tools to shape the battlefields of the future.

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They were part of three Captain Career Course classes that encompassed over 120 students and they demonstrated exceptional writing abilities that were amongst the best of their peers. The written products they developed provided insightful analysis of complex HR-related issues and stood out for their strategic relevance and originality. Their papers were reviewed by the Advanced Officer Training Division Chief (LTC Amber Rucker), the Director of Training (LTC Derrick Lucarelli), and ultimately selected by COL Chesley Thigpen (AGS Commandant) for submission to 1775.

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Take Note of the 'Bear': Insight into Russia's Wartime Casualty, Re- placement, and Recruiting Deficiencies

By LTC Jason Behler

Transpiring nightmares for human resources (HR) planners due to the on-going war between Ukraine and Russia.

As warfare drudges on within Ukraine, the Russian military faces mounting losses, depleting replacements, and resistant recruiting.¹ How long can leaders sustain a fight to dominate and win when their HR planners have bleak answers to these basic, yet fundamental tasks? U.S. Army HR professionals must take note, studying and learning from Russian and Ukrainian actions, operations, and outcomes unfolding within a real-time, Large-Scale Combat Operational (LSCO) war. Doing so, HR planners could better formulate HR concepts of support that attack these inevitable mass casualties with casualty training and exercise integration, replacement bench incorporation through command and agency coordination, and recruiting shortfalls through creative and innovative reconstitution and reorganization plans before being ensnared in the next conflict.

Casualties

The mounting losses the Russian military is experiencing is on par with what U.S. Army leaders estimate any military should expect in a peer/near-peer fight. The November 2022 casualty estimate indicated that Russia has lost more than 88,000 troops since the beginning of the war.² HR planners must understand the importance of what a casualty estimate does for current operational decision-making and future operations development. This estimate can drive Commanders to change tactics or alter their operational approach. One may argue, the lack of an effective casualty estimate led Rus-

sian military leaders to accept unnecessary, extremely high risk that downplayed the Ukrainian resistance, which lead to their "unexpected" mass casualties. To provide more effective and efficient estimates, G/S1s at the Army Service Component Command (ASCC), Corps, Division, Brigade, and even some Direct Reporting Units (DRU) must ensure they are trained on developing realistic casualty estimates within the Medical Planners Toolkit (MPTk) that feed into sustainment and operational plans.

Knowing how to manipulate MPTk is not the end-all-be-all for HR professionals to produce a casualty estimate that impacts decision making. To produce the most accurate estimate possible, HR professionals at echelon must synchronize and integrate information from all the other staff elements within each Warfighting Function. HR professionals cannot afford to be behind their computers and desks, focusing on the HR essential services part of the profession. They must be active in meetings with the G/S3s, dialogs with the G/S2s, and discussions alongside the G/S4s to receive the most up to date concept of operations, concept of support, and current threat assessment. All the War-fighting Functions' input adds crucial data and information that hones the accuracy and thus the legitimacy of the estimate, thereby providing critical analysis that enables Commanders to make timely and necessary decisions.

Casualties are foundational in a kinetic war. In the Russian/Ukraine war from 19 to 22 January 2023 the Russian military lost more than 2,200 forces in Ukraine.³

Casualty preparation and estimation coupled with personnel accountability and strength reporting is the cornerstone for precise and timely replacements. Time is of the essence when it comes to reporting casualties. HR Professionals must develop casualty SOPs, battle drills, checklists, pre-packaged packets, pre-formatted memos and letters, and full-scale rehearsals at home station to alleviate operational burdens. These HR processes, measures, and training are essential for tactical commanders to gain the right people at the right time, while preserving the honor and legacy of those they just lost. Exercising casualties and replacements is a must, but so is attending regulatory casualty and replacement training.

In December 2022, the United States Army Pacific (USARPAC) G1 recently rebirthed its Human Resources University-Pacific (HRU-P) program – a quarterly event that serves to sharpen the knowledge, skills, comradery, networking, and confidence among HR professionals operating within the Indo-Pacific.⁵ The need is dire for all ASCCs, Corps, and Divisions to revamp their HR University training. From 2022-2024 the USARPAC G1's HRU-P has trained over 300 personnel on casualty operations—Theater Casualty Information Center (TCIC) overview, Casualty Assistance Center responsibilities, casualty reporting, and tactical-level casualty operations preparation.⁵ The USARPAC G1's HRU-P also delivered an Integrated Personnel & Pay System -Army casualty overview training, which provided a deeper understanding of the capability and responsibilities within the system in terms of casualty, statuses, and information reporting.⁵

This has led to more innovative thinking to develop a casualty reporting method not using a NIPR or SIPR network. For example, in 2023 the USARPAC G1, HROC Plans Team began designing a 12-Line Casualty Report (see picture below) to be delivered and received like a 9-Line MEDEVAC.⁶ This innovative development was brought to light in hopes to solve the potentially inevitable casualty reporting issues due to net-

12 - LINE CASUALTY REPORT	
LINE	ITEM
1	DODID or BATTLE ROSTER NUMBER or CALL SIGN
2	REPORT TYPE
	A - INIT
	B - SUPP
	C - STACH
	D - PROG
3	CASUALTY TYPE
	A - HOSTILE
	B - NON HOSTILE
4	INFLECTING FORCE (HOSTILE)
	A - ALLIED FORCES
	B - ENEMY FORCES
	C - UNKNOWN
	D - U.S. FORCES
	INFLECTING FORCE (NON HOSTILE)
	A - DECEASED
	B - DUSTWUN
	C - EAWUN
	D - MISSING
	E - NSILL/INJURY
	F - PENDING/INJURED/ILL
	G - SILL/INJURY
	H - VSILL/INJURY
5	CASUALTY CATEGORY
	A - ACCIDENT
	B - ILLNESS
	C - PENDING
	D - SELF-INFLECTED
	E - UNDERTERMINED
	F - TERRORIST
	G - WOUNDED IN ACTION
	H - DETAINED
6	PERSONNEL TYPE
	A - CIVILIAN
	B - GUARD
	C - MILITARY
	D - REGULAR
	E - RESERVE
7	MILITARY AFFILIATION
	A - ACTIVE DUTY
	B - NOT ACTIVE DUTY
	C - RETIRED/SEPARATED
	D - DEPENDENT
	E - DOD
	F - FEDERAL (NON DOD)
	G - PENDING
	H - NON FEDERAL
8	PERSONNEL CATEGORY
	A - OBLIGATED/VOLUNTARY SERVICE
	B - RECALLED/MOBILIZED
	C - SELECTED SERVICE
9	BRANCH OF SERVICE
	A - U.S. AIR FORCE
	B - U.S. ARMY
	C - U.S. MARINE CORPS
	D - U.S. NAVY
	E - U.S. SPACE FORCE
10	INCIDENT LOCATION
11	INCIDENT DATE & TIME (FORMAT EX: 11/21/2023 08:00)
12	CIRCUMSTANCES (BRIEF DESCRIPTION OF INCIDENT)

The "12-Line CASREP" concept created in 2023 by CW3 Javier Hamlett (former Plans Division, HROC, USARPAC G-1), proposed to the CMAOD, HRC and AG Proponent, and presented at the 2024 HR Conference to all the ASCC, Corps and DIV G-1s.

work-degradation.⁶ As the future operational

environment continues to form, it is vital for HR professionals to be creative and innovative and not get stuck in an old way of thinking or operating regarding casualties.

REPLACEMENTS

As Russia elongates the conflict and sustains the rate of casualties of more than 6,000 troops in two weeks, Russian HR planners are answering their tactical military leaders with a depleting replacement capability.² These casualty numbers are forcing the Russian military to speed up the replacement process and send untrained and unequipped personnel forward to the front lines, and some as ad-hoc organizations.¹ U.S. Army HR planners must recognize and acknowledge the most likely outcome while sustaining a prolonged conflict – rapid depletion of capable, effective, and trained personnel from an available force pool. As revealed, Russia military leaders are receiving replacements not being fully or effectively trained, which is leading to more catastrophic operational outcomes.¹

Organizational HR planners and supporting HR agencies must understand small-unit or individual replacements is not effective in sustaining a LSCO fight. This means entire Battalion to Brigade-sized organizations from the Regular Army, United States Army Reserves, and United States National Guard need be ready for the call. Consequently, the Army must exercise its “unit bench” within certifying operations, warfighters, readiness training centers, etc. ASCC and Corps-level exercises must identify and develop deeper time-phased force and deployment data that show what unit(s) are available, ready, and arriving. This requires better integration and coordination between HR professionals and senior leaders within Army Service Component Command (ASCC) G1, HRC, USANG, and FORSCOM. By integrating these strategic/operational echelons and agencies together, the HR and Sustainment community as a whole will have better information, data, and scripts to

test processes and functions and enable Commanders to make decisions within exercises based on HR /Sustainment requirements. For example, a proposed Pacific-Theater HR Capstone project is being developed to aid AG students in understanding HR support within a different operational environment.⁸ This new capstone adaptation is designed to provide training and exposure to information that enables critical and creative thinking to develop a feasible, acceptable, suitable, and complete HR Concept of Support.

As each exercise, warfighter, and certifying training event takes place, the need for HR professionals to voice realistic injects witnessed from the Russia-Ukraine War is paramount. These real-time complexities the Russian military are facing will help U.S. Army commanders at all levels see and understand that replacements and casualties are not just “a hand waive.” Exercises cannot afford to have units magically be put back at 90-100% strength without realistically depleting replacement benches... because an inter-theater gateway is catastrophically hit; a second major operation receives just as many casualties or more; or air assets go down either by weather, usage, or enemy fire. Ukrainian officials reported that Russia has over 1,200 casualties from 16-17 April 2025 bringing the total since the start of the war to over 938,000 Soldiers.⁷ However, Russia is not only losing just people, since the beginning of the conflict Russia has lost over 10,600 tanks, over 22,200 troop-carrying Armored Fighting Vehicles, over 27,000 Artillery platforms, and over 33,600 Manned and Unmanned Aircraft platforms.⁷ With these types of losses, HR Planners must develop reconstruction plans that maximizes current strengths yet rations replacement requirements.

Reconstitution

The coup-de-grâce for the Russian military is a depleting replacement capability that is backfilling with unwilling, rebellious conscripts.⁴

HR planners must recognize the third-order effects of what a recruiting force not meeting missions has on replacement operations during LSCO. With these mounting losses, Russia is potentially moving into position to conduct yet another wave of conscript mobilization because of the high rate of casualties and high drag of replacement capability.¹ Russia is facing this difficulty due to its populace unwilling to answer this call as they see more and more Russians resist conscription service.⁴ This is putting significant pressure on tactical Russian commanders to make risky reorganization and regeneration decisions while trying to dominate and win. How does that draft opinion translate to an American's view and opinion of a LSCO-type conflict?

If the U.S. Army cannot make enlistment missions within a non-wartime period, how then can HR planners expect recruiters to make enlistment missions when the Army goes to war, and casualties of fellow Americans strikingly rises almost overnight. Is the pain of a prolonged war in Iraq and Afghanistan still leaving a stain in the American public's eye? It is vital that G/S1s look to push its relevance back into exercises making replacements a realistic forethought. Injecting the Russian-learned replacement chaos into joint, multi-national, and Army exercises will force G/S1s to develop creative and entrepreneurial reorganization and regeneration courses of action (COA). These types of injects coupled with innovative HR COAs will serve as a forcing function for commanders to make manpower-related decisions that affect operations. These reconstitution COAs will ultimately better prepare the force for real-time LSCO decision making.

Conclusion

HR professionals across the Army must develop effective HR plans that meet the inevitable mounting losses, depleting replacements, and resistant recruiting from LSCO ahead-on by studying, analyzing, and assessing Russia's operations unfolding in Ukraine. HR planners can

better prepare concepts of support by developing and exercising casualty operations at all echelons; improving integration and coordination efforts between HR professionals, senior leaders, and supporting agencies; and lastly, creating inventive reconstitution plans that extend and protect replacement requirements. Let the HR Community take note of the 'Bear's' failures and use the time now to make our Army and our branch that much more relevant, capable and impactful for ground commanders.

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Purple Heart Cold Case

By COL (Ret) Gary L. Gresh

When the new Secretary of Defense (SECDEF) was appointed this year, one of his first actions was to tell Military Departments to always "Take Care of the Soldier", our most valued asset. I had no idea that it would affect me so quickly.



COL (Ret) Gary L. Gresh

Part of this effort was to review cold cases in awards and decorations of those people "still living" who may have been denied awards for numerous administrative reasons or record errors. Just like the TV Shows '48 hours' and 'Dateline', the Services took another look at many denied awards. One of those was mine.

On a fateful day late in December, 1969, I was a 1st Lieutenant, Battalion Intelligence Officer, Infantryman in charge of an Airborne "Snake and Bait" killer team flying from Fire Support Base Roy in Northern Vietnam. It was a beautiful bright day and Bob Hope was in the area to do his Christmas show at Camp Eagle, near HUE, Vietnam.

Our battalion (1/327), 101st Airborne Division, had lost the coin toss between three battalion commanders in our Brigade, and the 1/327 was held back to secure FSB Roy, while the other two battalions went to the Christmas show at Camp Eagle. My 'Snake and Bait' team consisted of a Light Observation Helicopter in which I was the Commander, and a CW4 was pilot and a Cobra gunship hel-

icopter flying above us. We were 'the Bait' and a Cobra Gunship 'The Snake' much higher above us, which we would call upon if we found any enemy on the hillside below us both.

I was detailed to take my team and fly the area near Camp Eagle in defense of both the firebase and surrounding area, just in case the NVA Army should be trying to disrupt the Christmas show at Camp Eagle to the north. About twenty minutes into our flight, my pilot, with years of flight experience thought he saw movement below us on the hillside we were surveilling. I directed the pilot to get as close as possible so that I could see and mark the location with a red smoke grenade if in fact there were enemy personnel on the ground below us.

Sure enough, we were clearly able to see at least a dozen men in NVA uniforms on the hillside below us. I dropped the red smoke grenade on top of the area and told the Cobra Gunship above us to roll in "HOT" on the smoke. At that same moment, the enemy soldiers on the ground, who were only about 60 feet below us, began firing their AK rifles at our helicopter. The windshield exploded into fragments and glass hit both of us directly in the face and upper torso. The pilot had his face shield down and was more protected than I, since I had no such face shield on my helmet.

Shrapnel, plexiglass and metal fragments hit me in the mouth and cheek, but I hardly noticed, as I was on the radio calling for Field Artillery support from Firebase Roy, as the pilot tried to keep control of the aircraft. I directed artillery fires on the entire hillside killing over 80 soldiers of the NVA company that was below us. Meanwhile, every light on the dashboard of our helicopter was blinking red and the pilot performed several miracles just keeping the

bird in the air and limping back to FSB Roy.

When we landed on fire support base Roy, I had blood all over my right cheek and chin.

I went immediately to the Battalion Aid Station to get First Aid for my mouth. I had three teeth cracked by shrapnel and the medic pulled two of them as they were hanging sideways in my jaw, then stuffed my mouth with cotton and I went back to work. Nothing was ever said or discussed about it being a wound, (versus an accident), or about a 'purple heart' and evidently no record of my 'wound' was ever documented. All records found, simply said "mouth injury, teeth pulled". My entire right-side jaw would be rebuilt by dentists at Fort Benning after I returned to the states.

I think the original medics honestly believed I had fallen and hit my face on a rock or something. I don't know. After all, our combat action did not happen on or even near firebase Roy. It happened some ten miles to the north of the firebase. Only those on the battalion radio net knew of the aerial combat action, until much later in the day when the Battalion deployed two Companies against the remaining NVA in the area.

I went back to the Tactical Operations Center (TOC) with a bunch of cotton in my mouth and went on with my duties for the rest of the day. One month later the pilot and I were both awarded the Distinguished Flying Cross (DFC) by the Brigade commander. I did not even know that an Infantryman could receive a DFC for aerial combat. Nothing was awarded or even mentioned about my mouth wound. I don't think my commander understood that I had been wounded in the same action.

Quite frankly, I hadn't thought of it much because I was a young lieutenant and I just went from job to job doing what I was told by senior officers. I was not thinking about awards or what they might mean to me later in life.

I soldiered on and continued to do my duty, when six years later I got assigned to Bad Tolz,



The Purple Heart is awarded in the name of the President of the United States to any member of the Armed Forces of the United States who, while serving under competent authority in any capacity with one of the U.S. Armed Services after 5 April 1917, has been wounded or killed (a) in any action against an enemy of the United States; (b) in any action with an opposing armed force of a foreign country in which the armed forces of the United States are or have been engaged; (c) while serving with friendly foreign forces engaged in an armed conflict against an opposing armed force in which the United States is not a belligerent party; (d) as the result of an act of any such enemy or opposing armed force; (e) as the result of an act of any hostile foreign force; and other circumstances outlined in Executive Order 13758.

MRI documentation and eye witness statements of the combat action.

I decided not to formally appeal while I was still on active duty in the Army. I didn't want somebody thinking I was seeking fame or medals and so I left it alone. I trusted that the army would eventually make things right. But they

Germany, and was assigned to the 10th Special Forces Group as an ODA 12-man SF Team Commander. It was the first time the question seriously came up when two Special Forces Dentists, who knew what mouth wounds looked like, questioned how my jaw got so badly injured during my Special Forces intake exam?

When they looked in my mouth, they asked, "what in the world happened here " and I told them the story and they said "gosh, this is a combat wound, it's a miracle you can even eat?" and I said "Well it was never recognized" and I went home that day with another new very large bridge and more cotton in my mouth, still without any Purple Heart.

Years later, The Veterans Administration (VA) medical board would eventually recognize my entire jaw as having been a 'combat wound' from X-rays and

never did and I never got the Purple Heart while on active duty.

The new SECDEF, Peter Hegseth, in 2025 was pursuing all kinds of things for disadvantaged soldiers. When he became the Secretary of Defense, I thought "what the heck," I'll try one last time and send the whole packet to him. I did not change a thing in the packet. It was all originally dated back through the years and with the denied actions clearly on top of the packet. I sent it to him with my note which asked if my case could be reconsidered.

Just five weeks from the day when I sent it,

I received the award in the mail and the citation in the mail all approved and hand signed by the Secretary of the Army.

Now, I call that true dedicated support to soldiers. The award now sits on top of my dresser.... It finally arrived, 56 years late!

COL Gary Gresh, an Infantryman turned combat AG, is a member of the Adjutant General's Corps Hall of Fame class of 2012. He activated the 18th Personnel Group and commanded it during Operation Desert Shield/Storm. His final assignment on active duty was as the 20th Commandant of the AG School, retiring in 1988. Post retirement, he oversaw the commission of the first-ever AG Corps print by military artist Mort Kunstler. He is an author, with 15 published books

Know Your Adjutant General's Corps Hall of Fame: Class of 2013

By Col (Ret) Steve Shappell

MG (Ret) Patricia P. Hickerson supervised critical and sensitive personnel programs, services, and systems to support the readiness of Army units and to sustain the well-being of Soldiers, Veterans, and their Families, including the major operational divisions of Personnel Services Support, Personnel Information Management, Army Awards and Decorations, Retirements and Separations, Military Records, Promotion and School Selection Boards, Army Education Programs, Officer and Enlisted Evaluations, and Casualty and Memorial Affairs.

As The Adjutant General of the Army, MG (Ret) Hickerson was instrumental in decisions leading to the Defense Science Board (DSB) Task Force review of issues concerning the use of Mitochondrial Deoxyribonucleic Acid (mtDNA) comparison techniques for identification of "ancient remains." Hundreds of Families have reached closure through the positive identification and repatriation of their loved one's remains, and more will be possible in the future because of MG (Ret) Hickerson's

efforts. Her first-hand experience and understanding of the field Military Personnel Office (MILPO) and the Battalion and Brigade S-1 shops, enabled her to provide critical leadership in the development and fielding of key Army-wide personnel systems – specifically the Standard Installation Personnel System (SIDPERS) and the Personnel Electronic Records Management System (PERMS), which permitted the elimination of the paper Military Personnel Records Jacket (MPRJ).



She was inducted into the Army Women's Foundation Hall of Fame in 2018

COL (Ret) Lester R. Bowen, Jr. deployed to Operations Desert Shield and Desert Storm as Chief of Theater Personnel Operations in the

provisional Theater Personnel Command. He was the first Chief of Theater Personnel Operations in modern military history who executed the Theater Adjutant General's mission and supported the Theater Personnel Commander



with expertise and aplomb. He successfully provided critical personnel support to the battlefield commanders by ensuring they had the right operational-level personnel to execute their wartime missions. He also assured the personnel services architecture was in place for theater mission success, including ever-important casualty reporting operations.

When the G1, 101st Airborne Division (Air Assault) traveled to see him and voiced his concern on not having sufficient crews for the Division's many airframes, COL (Ret) Bowen guaranteed that personnel shortages would not be a concern for the 101st when they went on the offensive. He delivered on that promise, and to this day, that former G1 credits much of the Division's success in combat to COL (Ret) Bowen's support.

He also took the time through his personal example and his daily interaction with other Adjutant General's Corps staff Officers, Noncommissioned Officers, and Soldiers to train, teach, and mentor them on personnel support, timely staff actions to meet wartime requirements, and provided them the capability to meet the arduous work conditions during high-intensity combat operations

COL (Ret) Michael R. Molosso was born and raised in New Jersey. He attended Valley Forge Military Academy and was commissioned in the Regular Army upon graduation as a Distinguished Military Graduate from Seton Hall University in 1975. He served in the United

States Army from June of 1975 until February of 2003. He was initially detailed as a Field Artillery Officer and served as a Forward Observer and Assistant Adjutant for the 2/6 FA Bn in Gelnhausen, Germany.

He served two tours in the 82d Airborne Division, deploying during combat operations in support of Operation Urgent Fury in Grenada and Operations Desert Shield/Storm in Saudi Arabia/Iraq. He culminated his service with the 82d in 1992 as the Division G1/AG. He commanded four times, Company through Brigade.

In the face of major reductions of AG Soldiers to support the Army's new Air Land Battle doctrine and structure, he was selected by the Forces Command AG to serve as a member of the DA DCSPER Army of Excellence Task Force playing a significant role in the redesign of the delivery of HR support to the Army, including the establishment of the G1/AG position at Division level.

At the Brigade level, COL (Ret) Molosso commanded Eastern Sector, USMEPCOM, a Joint command of 33 Military Entrance Processing Stations (MEPS), covering the eastern half of the contiguous United States and Puerto Rico. During this command tenure, he developed and implemented a customer service ethos known as "The Prime Directive," which served in the significantly dispersed footprint of Eastern Sector, as the common support center pole for Commanders, their MEPS, and their customers.

As the 23rd AG School Commandant and 10th Chief of the AG Corps, COL (Ret) Molosso was the right AG leader at the right place and time. He fully understood the need for an operational mindset and that the well-being and readiness of our Army's formations, its Soldiers, and their Families were inextricably linked to the mission and Family focused quality of HR support. His leadership and vision helped mold every AG student into a high-performing Army HR professional focused on those priorities.

As a DA Civilian, COL (Ret) Molosso served as the first Deputy Commandant of the Adjutant General School from May of 2005 to July of 2018. He was integral to the transition and delivery of HR training and doctrine in support of Personnel Services Delivery Redesign (PSDR) and Brigade-centric HR support for combat and garrison operations until his retirement in 2018.



While on active duty he served as President and, as a civilian, Senior VP of the AG Corps Regimental Association (AGCRA) over a period of 15 years. He also served as Fort Jackson's Retiree Council Chairman from October of 2004 until early 2022, and as a member of the CSA's Retired Soldier Council for 5 years during his tenure as the Fort Jackson Chairman.

In addition to his induction to the Adjutant General's Corps Hall of Fame (HOF) in 2013, he was also inducted into the Fort Jackson HOF in 2024. To date, he is the only member of the Soldier Support Institute to be inducted into Fort Jackson's HOF.

COL (Ret) Molosso currently resides with his spouse, Michelle, on St. Helena Island, SC, near Beaufort, South Carolina.

COL (Ret) Robert Ortiz-Abreu, Jr. served in the United States Army from August of 1980 until August of 2006. He is a Distinguished Military Graduate of The Citadel (*Charleston, SC*), and his first duty assignment was at White Sands Missile Range, NM, as an Adjutant General's Corps Second Lieutenant. He deployed from Germany and served as the 2nd COSCOM Secretary to the General Staff during combat operations in support of Operations Desert Shield and Desert Storm in Saudi Arabia and Iraq. As a result of the enormous logistical challenge facing

U.S. and Coalition forces, the size of the COSCOM grew from its peacetime roster of under 8,000 to more than 25,000 Soldiers during its deployment.

COL (Ret) Ortiz also served as the 3rd Infantry Division G-1 from July of 1999 to July of 2000, the III Corps G-1/AG from March of 2003 to August of 2006, and as the C-1 of Multi-National Corps – Iraq from January of 2004 to February 2005 while deployed in support of Operation Iraqi Freedom. He commanded twice at the Company level and again as Battalion Commander of the Chicago MEPS.

COL (Ret) Ortiz was at ground zero on September 11, 2001, when American Airlines Flight 77 departed Dulles International Airport bound for Los Angeles, was hijacked, and crashed (*loaded with 10,000 gallons of jet fuel*) at 345 mph into the west side of the Pentagon. The Army DCSPER and his SGM, along with many other Army G-1 personnel, were killed in action. COL (Ret) Ortiz was again the right AG officer at the right time as his leadership skills under intense pressure and unimaginable circumstances



supported the continuation of strategic Army HR operations, and the rebuilding and relocation of the Army G-1 Team to Human Resources Command, and back again to the Pentagon after reconstruction of the west wedge was completed.

Also, during this turbulent time in the AG Corps' history, COL (Ret) Ortiz authored the first Army Stop-Loss policies for all three Army components in support of the Global War on Terror following the 9/11 attacks. The Stop-Loss policies, although unpopular with Soldiers, were ultimately deemed necessary for an Army at war

fully supporting combat readiness for a longer extended period. Due to COL (Ret) Ortiz's initial efforts, federal courts have consistently found that military service members may be involuntarily extended through Stop-Loss during war or national emergencies.

After he retired from the Army in 2006, COL (Ret) Ortiz served as the lead contractor for Booz Allen Hamilton at the AG School until 2018. Leading his growing contract team, their efforts were essential to the transition and delivery of HR training and doctrine in support of Personnel Services Delivery Redesign (PSDR) and Brigade-centric HR support for combat and garrison operations.

COL (Ret) Ortiz also served in myriad positions of the Adjutant General's Corps Regimental Association (AGCRA), which included President of the Lone Star Chapter at Fort Hood, and Adjutant, VP of Public Relations (*including 1775 and AGCRA Newsletter / Social Media Editor*), and Senior VP on the AGCRA National Executive Council (NEC).

CW5 (Ret) Jerry L. Dillard served as a highly successful U.S. Army Enlisted Soldier and Warrant Officer for over thirty-three years. His extensive experience in leadership, human resources management, policy development, administration, relationship building, organization, and personal communications continue to benefit our Adjutant General's Corps as he presently serves our HR professionals in the capacity of the manager of the Army's premier professional forum of Human Resource Professionals, the S1NET.

His contributions on active duty to the Corps were numerous, but what sets him above his peers and truly worthy of this prestigious recognition is that not a day has passed since his retirement that he has not continued to contribute to the Adjutant General's Corps.

CW5 (Ret) Dillard has been serving as the Chief Editor and Facilitator for S1NET since June 2006. When he took over the grassroots

effort in 2006, membership was approximately ten thousand personnel. Under CW5 (Ret) Dillard's supervision, the S1NET, which began as an e-mail distribution list of 345 S1s deployed to Operation Iraqi Freedom and Operation Enduring Freedom to facilitate information exchange unavailable through the web due to limited bandwidth, grew to over 110,000 members. S1NET became recognized Army-wide as "The Army's HR Professional Forum", enabling HR professionals, as well as leaders in all branches and components, across the Army and in the Joint community to collaborate and share knowledge pertinent to the emerging and ever-transforming environment of the Army HR profession.



Between 2006 and 2025, CW5 (Ret) Dillard has transitioned S1NET to four different software platforms, and to this day continues to foster and facilitate the exchange of tacit and explicit knowledge through conversation and contributions to the forum.

CW5 (Ret) Gerald I. Sims, Sr.'s culminating assignment was the 2d Chief Warrant Officer of the Adjutant General's Corps / Warrant Officer proponent, AG School, Soldier Support Institute, where he hit the ground running in a time of great transition as the AG Community accelerated its transformation to support the Army warfighter. He actively participated in the pilot Personnel Services Delivery Redesign (PSDR) transformation at Fort Campbell, KY providing greatly needed expertise to the future of HR support. This was the first major restructuring of the AG Corps in the last 20 years and included the most substantive change to the Warrant Officer Management system since its initial de-

sign.

CW5 (Ret) Sims worked diligently to design, develop, and staff the management of change proposals for the Warrant Officers, synchronizing it with both officer and enlisted personnel changes. He also provided counsel and mentoring of many Officers, Warrant Officers, NCOs, and Commanders locally and at numerous sites participating in the transformation of personnel elements.

During this period, one of his most significant accomplishments was his contribution as a member of an Army Material Command-led team deployed to Iraq to assess the Iraqi Army's CSS capabilities and made solid recommendations for improvements needed in developing a capable national-level Army.



When staff shortages crippled the New Organization Training Teams (NOTT), CW5 (Ret) Sims volunteered to lead one of the teams in their support of Korea. By all accounts, he did an exceptional job introducing Army HR concepts to senior leaders, advising and mentoring Officers, Warrant Officers, and

Enlisted Soldiers, and ensuring training was delivered to standard.

Gerald Sims is currently serving as Deputy Chief, Soldier Programs and Services Division, The Adjutant Generals Directorate, Human Resources Command. Assists the Division Chief in Management of the Headquarters staff and four branches: Awards and Decorations, Education Incentives, Special Compensations, and Soldier Programs. Also serves as Management Decision Package (MDEP) Manager for Personnel Services Delivery (QPSG). Provides direct supervision for the Army Postal and Voting Pro-

grams. Develops program requirements related to MDEP QPSG. Coordinates MDEP issues with appropriation sponsors, program integrators, Army Commands, manpower and force structure managers, and program managers. Also manages the adjudication of the Traumatic Servicemembers' Life Insurance claims.

Throughout his career, **CSM (Ret) William E. Hoffer** was a positive mentor for others to emulate. His work ethic was always about assisting, guiding, and especially developing Adjutant General's Corps Soldiers to be some of the Army's finest leaders and Soldiers. CSM (Ret) Hoffer ensured that Soldiers were subject matter experts of their tasks, conditions, and standards and could complete their mission in a garrison, field, and hazardous duty environment.



As the Human Resources Command (HRC) CSM, CSM (Ret) Hoffer constantly traveled worldwide, visiting AG units and gaining a better understanding of challenges and better business practices being utilized. CSM (Ret) Hoffer always took the opportunity to mentor and speak with AG Soldiers regarding professionalism, service, and support. From the Sergeant Major of the Army's office to a hangar in Kuwait, he was always educating or developing Soldiers about the AG mission. CSM (Ret) Hoffer established the Audie Murphy Club at HRC to develop AG / HRC Senior NCOs to compete and be recognized for attaining total Soldier competencies if they met the board's standards.

Following retirement, he spent 15 years as the Chief Military Personnel Service Division at Carlisle Barracks, Pennsylvania. Fully retired now, he spends his time deer hunting in Pennsylvania, fishing small streams in Pennsylvania,

shore fishing a couple weeks a year from Top-Sail Island, North Carolina, taking trips on the Harley with friends, and of great interest and most importantly is doing what ever the wife tells him too and staying in contact with family members.

SGM (Ret.) Gerald J. Purcell retired from active duty in 2004 as the first Directorate Sergeant Major for the Directorate of Military Personnel Management (DMPM), Army G-1.

Upon retirement, he continued to serve the Army as a Desk Policy Officer for another 20 years, where his expertise shaped numerous strategically significant personnel policies and programs. Over the course of his civilian service, SGM Purcell was a trusted advisor to senior Army leadership, including the Secretary of the Army, Assistant Secretary of the Army (M&RA), DMPM, Army G-1, the Sergeant Major of the Army, and both the VCSA and CSA. His influence extended across the Army's personnel enterprise, driving reforms that modernized and professionalized the Noncommissioned Officer Corps.

Key contributions include:

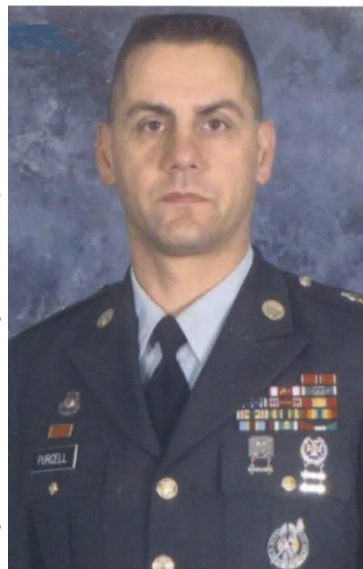
- Transitioning the Army's promotion philosophy from Train, Select, Promote to Select, Train, Promote.
- Leading the first major overhaul of the SPC—SGT semi-centralized promotion system in over 30 years.
- Laying the foundation for a paperless semi-centralized promotion system, implemented on 1 June 2011.
- Aligning the CSM Command Select List with the LTC—COL Command Selection process.
- Establishing the Nominative CSM Selection Process.
- Revamping the Qualitative Management Program (QMP).
- Eliminating the NCOES backlog with a cost-

neutral solution.

- Realigning enlisted promotion and training policies to support ARFORGEN and the Army Leader Development Strategy.

Revising the policy on Corporal rank to integrate SPC(P)s into the NCO Corps as part of broader junior leader development efforts.

In one of his final acts before retiring from civil service in June 2024, SGM Purcell designed and developed a historic shift in the Army's approach to NCO talent management: replacing the traditional NCO promotion selection board—used for 50 years—with a merit-based NCO evaluation



board. This new process utilizes a board-generated Order of Merit List (OML) to drive decisions on promotion, assignments, and retention—marking a decisive shift from time-based to performance-based advancement. Throughout his remarkable career, both in uniform and as a civilian, SGM (Ret.) Purcell's visionary leadership and tireless efforts transformed Army human resources policy. His legacy is one of enhanced readiness, stronger leader development, and a more professional and agile NCO Corps.

Finally, upon his retirement from civil service, SGM (Ret) Purcell was designated as an Honorary G-1 SGM by the Army G-1 SGMs.





AGCRA Award Recipients

Awards listed here are those approved since publication of the Spring 2025 edition of 1775, through 31 August 2025.



Horatio Gates Gold Lifetime



CSM (Ret) Tammy T. White-McKnight
CSM (Ret) Algrish C. Williams
SGM (Ret) Rebeca R. Kennedy

Horatio Gates Gold



COL Chesley D. Thigpen
LTC (Ret) Patrick Niestzche
CW3 Marcus J. Harvey
CW3 Jessica Recinos
CSM Kisha M. Vaught
SGM (Ret) Edward Gaston
SFC (Ret) Phillis Reid
Mr. William Mendez

Horatio Gates Bronze



COL (Ret) John Lawrence

COL Tina Miller
LTC Anthony S. Caristi
LTC Mythia M. Conley
LTC Kiana Jones
LTC Elizabeth C. Kent
LTC Jacqueline Ralston
CPT Pedro G. Rivera
CW3 Claudiann A. Atkinson
CW3 Rebecca Snipes
CW2 Maricela Diaz
CW2 Tierra L. Hopkins
CW2 Sergio Nuevo
CW2 Kevin D. Williams Jr.
CW2 Tiffany L. Woods
CSM Sierra L. Aquaowo
SGM Temika Jenkins
SFC Stefanie Corless
SSG Laytonya Nichelle Spinner
Mrs. KC Bertling
Ms. Edwina Victoria Bivins
Mr. Antonio Rollerson

Horatio Gates Honorary



LTG Kevin D. Admiral
LTG Omar J Jones IV
COL Slade A. Mcpherson
CW4 (P) Mary Eandi
CSM Kevin A. Burg
CSM Levares J. Jackson
SGM Jill L. Crosby
MSG Robert L. Simmons

Teri Maude—Debra Strickland Spouse Medal



No recipients this period

COL Robert L. Manning Achievement Medal



COL Telisa Watkins
LTC Rodney D. Jackson
LTC Patrick R. Sernett
LTC John A. Elko
MAJ Kevin A. Buehler
MAJ MAJ Matthew L. Han
MAJ Long L. Huynh
MAJ Jina Kim
MAJ Will Landaverde
MAJ Taylor Placencia
MAJ Mackenson Romulus
MAJ (Dr) Tony Starks
MAJ Doniel K. Wade
MAJ Kimberly M. Wall
CPT Thomas E. Cano
CPT Brandon H. Christie
CPT Tykerious M. Coleman
CPT Reyna Cruz
CPT Joshua D. Early
CPT Marcos F. Edghill
CPT Benjamin C. Grice
CPT Mark Howard

CPT Jesse F. King
CPT Jessica Munoz
CPT James Montgomery
CPT Jewel Pile
CPT Kincaid W. Richardson
CPT Jennifer L. Schneider
CPT Vanesa M. Sevilla
CPT Abigail B. Sloan
CPT Abigail E. Wilhelm
CPT Zachary J. Wilhelm
CPT Aaron Whitman
CPT Delchrisha Young
CPT Tyler Zuch
1LT Joseph D. Barragan
1LT Musumaulai Galoia
1LT Kyle T. Gladding
1LT Su Leem
1LT Carlos J. Diaz Medina
1LT Noel J. Quezada
1LT Derick T. Sizemore
2LT Phillip J. Jansson
CW5 James VanMeter
CW3 Natasha A. Arnold-Abramson
CW3 Sean A. Hollandsworth
CW3 Berenice Ugalde
CW2 Joseph D. Adelekun Jr.
CW2 Christopher M. Button
CW2 Lakesia Eirby
CW2 Otis Graham
CW2 Natalye S. Johnson
CW2 Shawnita M. Jones
CW2 Michael J. Koonce
CW2 Teena M. Ramirez
CW2 Josue Trujillo
CW2 Juana V. Trujillo
CW2 Patrick M. Wise
WO1 Donavon Hilliard
WO1 Jordan T. Monroe
WO1 Alex Slusher
CSM Christopher Cooper
CSM Robert D. King
CSM Julius M. Williams
SGM Alex Casaretto
SGM Luz Guzman
SGM LaQuita L. Martin
SGM Emily Rain Ross
SGM Jensen Moore

COL Robert L. Manning Achievement Medal

(continued)



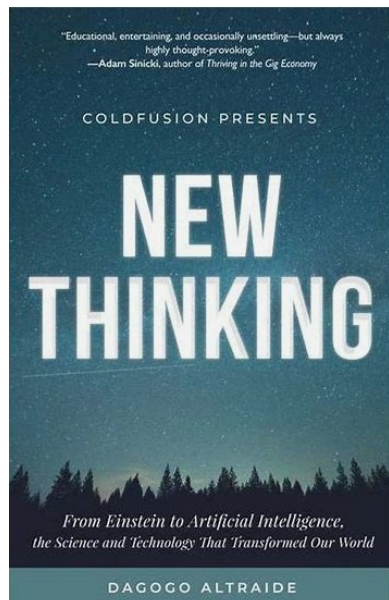
SGM Ernesto Urzua
1SG Joshua Angle
1SG Ryan Bosch
1SG Eva MirandBernard
1SG Wiquita S. Owens-Jordan
1SG Skylar W. Reider
MSG Elveter T. Ferguson
MSG Bradley Gorman
MSG Matthe Perry Heil
MSG Nicholas John Hodges
MSG Breunca Johnson
MSG Ericka Morigene
MSG Makeda N. Moss
MSG Gilbert A. Romero
MSG Jonathan E. Smith
SFC CaWaiua S. Alexander
SFC Fang Changzhi
SFC Edward A. Compian
SFC Kara L. Edwards
SFC Lino A. FigueroaSantos
SFC Eric L. Johnson
SFC Elisabeth Lane
SFC Adam D. Kindley
SFC Timothy Mack
SFC Jesus E. Medina
SFC George E. Mora
SFC Lucas Paasch
SFC Paul W. Patrick II
SFC Ruth V. Perez
SFC Jason K. Reasons
SFC Mikeal E. Redington
SFC Alisha R. Robinson
SFC Donald J. Swain
SFC Sarobar Thapa

SFC Ana Torres
SFC Gabriela S Vidal
SFC Zachry D. Walters
SFC Patricia S. Wynter-Klutse
SSG Tavon M. Bouknight
SSG Jason R. Donadio
SSG Juan R. Fierros
SSG Jasmine Hauck
SSG Natalie N. Moody
SSG Ronte L. Pair
SSG Joseph R. Pope
SSG Tyler Schou
SSG Di'Andria J. Starkes
SSG Dylan M. Thibodeau
SSG Evana Tolliver
SGT Kariza J. Absher
SGT Scott J. Conrad
SGT Esteban Lopez
SGT Fayth A. Payne
SGT Cassandra Wendt
SGT Nathanie J. Coreano Williams
SGT Jakobe Wilson
CPL Jesus E. Pedro Crespo
CPL Kurell C. Sylvester
CPL Nancy Zunich
SPC Jacquetta M. Reine
SPC Quentin A. Schultz
SPC Kylie Serikawa-Ross
PFC Neal Lily K. Roberson
Mr. David Chang
Mrs. April Chappell
Mr. Kenneth M. Fidler
Mr. Jon A. Flores
Mrs. Robin L. Knight
Mr. Anthony M. McCormick
Mr. Roger T. Young, Sr.



Review of Noteworthy Books

Editor's Note: We welcome submissions of book reviews from our readers. We will consider for publication any notable military human resource book, as well as leadership books with a connection to the AG Corps.



Coldfusion Presents: New Thinking From Einstein to Artificial Intelligence, the Science and Technology That Transforms Our World, by Dagogo Altraide, reviewed by COL (Ret) Steve Shappell

Published by Mango Publishing, Coral Gables, Florida, 2019.

Available from multiple booksellers including AAFES, Amazon and Walmart.

Transformation has been a hallmark of our profession of arms since the founding of our Nation. Muskets, cannon balls, horse cavalry and more have all been replaced by new technologies such as cyber warfare, drones, and hypersonic weapons. And yet our Army remains steadfast in its mission to defend the United States.

New Thinking, From Einstein to Artificial Intelligence, the Science and Technology That Transforms Our World, in a series of vignettes and chapters, guides the reader through the emergence of (and in some cases disappearance of) technologies from the time of the steam engine and the industrial revolution, the invention of electricity, introduction of computers and the internet, and ending with the introduction of artificial intelligence.

The title gives credit to the inventors, the men and women, who dared to conceive of these new concepts and technologies, and to imagine how they could change the world (or at least the way

we do things).

Some key points from this book include the concept of cumulative progress (that is, ideas and technologies build on work that has gone before — moreover, the earlier ideas enable the later ideas and technologies), and that these new ideas and technologies have a way of transforming society itself.

This work is an important read for members of the military human resources profession. We are living in an era of unprecedented scientific and technologic progress—that will change the very nature of how we as Adjutant General Soldiers and Civilians provide support to the force — in ways that we cannot even conceive of yet. Moreover, we will be better off because of this unprecedented progress and the new technologies and ways of doing business.

While this mission of an AG professional will not change, we must adopt *new thinking* if we are to be relevant to the force. If you missed it, please see Matt Metcalf's article on this subject beginning on page 15 of this issue.

This is not a book that you have to read in one sitting. However, it is certainly a book which deserves a place on your must-read list, and on your bookshelf. It would also serve as a great discussion text for a book club. Finally, it is also available on kindle for those readers who regard books on paper as old technology.



AGCRA Partnerships



Announcing the Calendar Year 2025 AG Corps "Of the Year" Competition

On behalf of the Chief of the Adjutant General Corps, **COL R. Arron Lummer**, the Regimental Command Sergeant Major, **CSM Jasmine Young**, and the Chief Warrant Officer of the Corps, **CW5 Michael Falton**, the AG Corps is proud to announce the release of the **Memorandum of Instruction (MOI)** for the **Calendar Year 2025 Adjutant General Corps "Of the Year" Competition**.

This annual competition recognizes the **best of the best across our Regiment**, honoring those who exemplify technical expertise, selfless service, and commitment to the Army mission. The MOI outlines responsibilities, procedures, and selection criteria for nominating and selecting the following categories of excellence for the period **1 January 2025 – 31 December 2025: AG Corps Officer of the Year; Warrant Officer of the Year; Noncommissioned Officer (NCO) of the Year; Soldier of the Year; Civilian of the Year; and Spouse of the Year**. **Nomination packets due: NLT 1 March 2026**

The AG Corps "Of the Year" Competition is more than a recognition program—it is an opportunity to: **Celebrate the accomplishments** of our Soldiers, Civilians, and Families; **Preserve and promote the legacy** of the AG Corps by highlighting those who embody our values; and **Inspire future leaders** by sharing stories of excellence across our Regiment.

We encourage all commands to review the MOI carefully and begin identifying their best-qualified candidates for this prestigious honor. By participating, you ensure that outstanding contributions from across the Regiment are recognized at the highest level.

Together, let us continue to honor the professionals who exemplify the Adjutant General Corps' enduring commitment to **"Defend and Serve."** The MOI is available at <https://www.agcra.com/blog/agoty>.

Announcing the AG Corps Hall of Fame & Distinguished Member of the Corps MOI for 2026

The Adjutant General's Corps has released the **Memorandum of Instruction (MOI) for the 2026 AG Corps Hall of Fame (HOF) and Distinguished Member of the Corps (DMOC) selections.**

The AG Corps HOF and DMOC programs honor individuals whose significant contributions have left a lasting and positive impact on the Adjutant General's Corps and the U.S. Army. Inductees are recognized with a permanent display in the AG Corps Hall of Honor at Fort Jackson, South Carolina.

Eligibility: Officers, Warrant Officers, NCOs, Soldiers, and Civilians across all three components may be nominated, provided they meet the established criteria.

Historical HOF Category: Introduced in 2023, this category ensures recognition for AG Soldiers who began service prior to 1 July 1973 or separated prior to 1 March 1991.

Nomination Deadline: All nomination packets must be submitted no later than **15 December 2025.**

Submission Requirements: Packets must include a completed nomination form, cover letter, photo, narrative, and up to three endorsements (HOF). DMOC packets include a completed nomination form and a narrative focused on significant contributions.

Standards: Selection is based solely on lasting contributions—not rank or position. Nominees must demonstrate measurable impact that perpetuates the history and traditions of the Corps.

The HOF and DMOC programs not only recognize outstanding service but also preserve the history of our Corps for future generations. Leaders, peers, and colleagues are encouraged to take part in the nomination process to ensure the achievements of deserving members are honored.

The MOI is available at: <https://agcra.com/blog/fy26-dmoc-hof-moi>.



AGCRA MEMBER -**HAVE YOU CHECKED YOUR MEMBERSHIP ACCOUNT LATELY?****BY DOING SO, YOU CAN HELP YOUR CHAPTER WITH THE ANNUAL
AGCRA CHAPTER RECOGNITION PROGRAM COMPETITION!**

For AG Corps Soldiers and Army HR Civilians, data accuracy and personnel accountability are critical for personnel readiness across the force.

What about AGCRA members??? There's no difference!!!

Maintaining data accuracy within the AGCRA membership database should already be a primary tenant of who we are and represent as the AG Corps' only Professional Association.

So, how can you help? It's as easy as 1-2-3...

- First, when was the last time you checked your AGCRA membership account?
- Second, did you review and update your profile?
- And third, if you're a Chapter Officer, are you continually encouraging other Association members to check their membership accounts as well?

Not sure how to access your membership account at AGCRA.com, then please review the instructions and guidance by clicking the .pdf file [HERE](#).

Additionally, our annual AGCRA Chapter Recognition Program offers competitive points for the following:

- Active Chapter Members who have completed their account profile.
- Active Chapter Members who are Lifetime members.
- Active Chapter members who do not have a ".mil" email address as their username.

You can help your Chapter just by checking and updating your AGCRA membership account. Please do so today!

Email Membership@agcra.com for any assistance you may need with your membership account.





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