

1775

***LOOKING BACK, MOVING FORWARD:
SHAPING THE FUTURE
OF THE AG CORPS***



February—March 2026



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The Adjutant General's Corps Regiment

Honorary Colonel, Warrant Officer and Sergeant Major



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From the Editor



Welcome to the six digital only edition of 1775. This February-March 2026 edition is the first of several editions which will lead us into the 40th year of the AGCRA. Starting with this issue and running through the Association's 40th Birthday, we will be reprinting articles associated with the activation of the AG Corps Regiment and the founding of the AG Corps Regimental Association. For this issue, we made a formal call for articles in our newsletter and across our social media. The response to the call was overwhelming, and the AGCRA thanks those members who took the time to write for 1775. Unfortunately, we were not able to run every item submitted. We will continue to issue formal calls for articles for future editions. 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

*From the Desk of the AGCRA National Executive Council President
Dr. Mark A. Clark Jr., Sergeant Major (Retired)*

Strengthening the Regiment. Investing in Our Future. Honoring Our Legacy.



Teammates,

As we continue building momentum across the Adjutant General Corps Regimental Association, I want to provide you with an update on several important initiatives that are strengthening our

Association, modernizing our processes, and investing in the next generation of AG leaders.

AGCRA remains committed to three enduring priorities: recognition, mentorship, and stewardship. The progress outlined below reflects deliberate action across each of these areas.

Enhanced Awards Program: Elevating Recognition Across the Corps

Over the past year, we have modernized and strengthened the AGCRA awards program to ensure it reflects the professionalism and prestige of our Regiment.

Enhancements include:

- Streamlined nomination and submission processes
- Clearer eligibility criteria and timelines
- Standardized board procedures to ensure transparency and consistency
- Improved coordination with chapters and the AG School

Our goal is simple: recognize excellence in a manner worthy of the AG Corps. Recognition is not just ceremonial—it reinforces standards, highlights role models, and inspires performance across formations.

Launch of the AGCRA Mentorship Platform

One of our most significant initiatives has been the launch of the AGCRA Mentorship Website.

This platform:

- Connects junior officers, NCOs, and civilians with experienced leaders across the Corps
- Provides structured mentorship pathways
- Encourages cross-generational engagement
- Supports leader development beyond formal PME

Mentorship cannot be accidental. It must be intentional. This platform enables us to institutionalize what has always been a strength of our Corps—leaders investing in leaders.

I encourage every member to both seek mentorship and offer mentorship. That is how we sustain excellence.

Partnership with Columbia Southern University (CSU)

We are proud to announce our official partnership with Columbia Southern University, a collaboration that directly benefits AGCRA members and their Families.

Through this partnership, members receive:

- Tuition discounts for AGCRA members and eligible family members
- Reduced application fees
- Transfer credit support
- Flexible online programs designed for military and civilian professionals
- Dedicated support staff familiar with the AGCRA community

Education remains one of the most powerful tools for professional growth and generational impact. This partnership ensures our members have greater access to affordable, quality higher education aligned with their service commitments and career goals.

Establishment of the Monje–Murphy AGCRA Scholarship

We are honored to announce the establishment

of the Monje–Murphy AGCRA Scholarship, named in recognition of COL (Ret) Larry “Nick” Monje and COL (Ret) Robert “Bob” T. Murphy.

When print sales were no longer sufficient to sustain the scholarship program in 2022, Nick and Bob led a decisive outreach effort—reconnecting with Hall of Famers and the broader retiree community to encourage investment in the next generation.

Their initiative:

- Preserved the scholarship program during a critical funding gap
- Reengaged Hall of Fame members with the Association
- Reinforced a culture of stewardship across the Corps

This scholarship stands as a lasting testament to leadership beyond active service and to the power of giving back.

Expansion of AGCRA Scholarships

I am pleased to report that we have increased the number and value of AGCRA scholarships awarded to Soldiers, Family members, and members pursuing higher education.

This expansion reflects:

- Improved fundraising efforts
- Increased donor engagement
- Responsible stewardship of resources

Every scholarship awarded represents an investment in the future of our Regiment and the families who sustain it.

AGCRA & March of Dimes: March for Babies Initiative

This year, AGCRA has strengthened its commitment to community impact through active participation in March for Babies, the signature fundraising initiative of the March of Dimes.

Through coordinated national and chapter-level teams, AGCRA members are:

- Raising funds to support maternal and infant health
- Increasing awareness of premature birth and infant mortality
- Demonstrating that the AG Corps serves not

only Soldiers and Families—but communities nationwide

Local chapters are encouraged to establish teams under the AGCRA national umbrella, fostering healthy competition, camaraderie, and collective impact. This initiative reflects who we are as a Corps: leaders who care deeply about Families and who step forward when service is needed.

Participation in March for Babies is more than a fundraiser—it is an extension of our ethos: People First, Always.

Save the Dates: 2026 Signature Events

AG National Ball

27 June 2026

Our National AG Ball remains the premier annual celebration of our Corps—a time to honor our legacy, recognize excellence, and gather as one Regiment. Mark your calendars now and plan to attend this signature event.

AG Reunion – Louisville, Kentucky

11–13 September 2026

The Gold Vault Chapter will host the 2026 AG Reunion in Louisville, Kentucky. This event will provide an opportunity for fellowship, reflection, and reconnection across generations of AG professionals.

Reunions remind us that service in the AG Corps is not a chapter in our lives—it is a life-long bond.

Moving Forward

AGCRA is not standing still. We are modernizing processes, strengthening partnerships, investing in education, expanding scholarships, and building intentional leader development platforms.

Most importantly, we are reinforcing what has always made this Regiment exceptional—people taking care of people.

Thank you for your continued commitment to the AG Corps and to AGCRA. Together, we will continue to honor our history while boldly shaping our future.

Defend and Serve

Dr. Mark A. Clark Jr.

Sergeant Major (Retired)

President, AGCRA National Executive Council



Commandant's Message

By Colonel R. Arron Lummer



Greetings from the home of the AG Corps, the AG School at Fort Jackson, SC! On behalf of the Regimental Command Sergeant Major and the Chief Warrant Officer of the Corps, thank you for your continued support of our Soldiers, Civilians, Veterans, and Family Members. I'm exceptionally proud to be your Commandant and the Chief of our AG Corps.

This month marks six months in my tenure here, having assumed responsibility in August after two years as the G1 for 8th Army in Korea. I came into this office with an operational mindset, keenly focused on championing initiatives to improve our wartime footing. I'm pleased to report the future is bright – your AG Corps is strong, focused, and disciplined. I'm consistently impressed by the caliber of our entire population from the world-class cadre to the new recruits completing advanced individual training. This team understands what it means to serve, to care for Soldiers and families, and to support the commander (at echelon), all while ensuring readiness with disciplined initiative. The uncertainty of the future demands that we challenge assumptions, think critically, and get creative.

We've made huge strides in data literacy and data management, providing over 395 hours of data specific training across our courses. We pay particular attention to how data is processed and displayed (e.g., dashboards) to help a commander make informed decisions. We continue to drive home the importance of military pay

(and how the AG Corps owns it), and to keep pace with growing IPPS-A capabilities. I'm amazed by the creative problem solving our students employ on several academic projects, frequently automating archaic processes with solutions we can push to the field.

We're also nested with the Army's transformation in contact initiatives, capitalizing on experimentation happening with our units in the field. A digital dog tag (DDT) is one such future concept. Using existing and emerging technologies to provide leaders with real-time personnel asset visibility on the battlefield is one of our highest priorities. This concept can fundamentally shift how we conduct theater gateway operations, manifesting, daily accountability, and even casualty tracking. More to follow as we explore this exciting possibility.

As we work diligently to navigate these uncertain times, I cannot exaggerate the importance of relationships. There are so many collaborative spaces now it is almost hard to keep up... but I think that is a good thing. Staying connected strengthens our profession, learning vicariously through others saves invaluable time, and sharing good ideas makes us all better. Find the forum that works for you and join the conversation. Also mark your calendar for this year's AG Week, June 24-27. This will be a great opportunity for professional development, increased situational awareness, and to celebrate the incredible camaraderie of our Corps. We'll cap-off the week with your 2026 AG Corps National Ball (hosted by the AGCRA) the evening of Saturday, 27 June.

I'm grateful for the opportunity to serve with you and proud to be on your team. Keep your shields up as you take care of our nation's most valuable resource – it's people. Defend & Serve!

Commandant Announces 2026 AG Corps Hall of Fame Inductees and Distinguished Members of the Corps



Colonel R. Arron Lummer, Chief of the Adjutant General's Corps, recently announced the Class of 2026 for the AG Corps Hall of Fame (HOF) and Distinguished Members of the AG Corps (DMOC). The distinguished service of each selectee has had significant impacts on the entire AG Corps and our Army.

Hall of Fame Inductees - Class of 2026

- COL (Ret) Patricia Mulcahy
- COL (Ret) Ruth B. Collins
- COL (Ret) Neal F. McIntyre
- CW5 (Ret) Mark W. Hickman
- SGM (Ret) Mark A. Clark Jr.
- SGM (Ret) Kenneth L. Jackson
- Mr. Arthur Nelson

Distinguished Members of the AG Corps - Class of 2026

- COL (Ret) Eugene W. Allen
- COL Donald A. Fagnan
- COL (Ret) James E. Hayes
- COL Christine H. Rice
- COL Chesley D. Thigpen
- LTC (Ret) Kent R. Shaw
- LTC Kip Taylor (Posthumous)
- CW5 Wendy Berrios
- CW5 Lisa L. Bryan (Posthumous)

- CW5 Ana I. Ceballos
- CW5 Darren M. Minnemann
- CW5 (Ret) Carla Russell
- CW4 (Ret) Richad Ly
- CW4 (Ret) Rocky Sampson
- SGM Mark C. Biggins
- SGM Ramell J. Boyd
- SGM Sandra M. Cook
- CSM (Ret) Todd A. Crofoot
- SGM Lashan A. Hayes
- SGM Laurinda A. Nabors
- SGM Amy A. Slater
- CSM Yveline Symonette
- CSM Daniel P. Welch
- SGM Danielle L. Yacopino

Established 11 June 2010, the AG Corps HOF exists to recognize and honor those who have made positive, lasting, and significant contributions that truly perpetuate the history and traditions of the U.S. Army Adjutant General's Corps. AG Corps HOF and DMOC members are honored with a permanent display in the AG Corps Hall of Honor at the Adjutant General School, Fort Jackson, SC.

The AG School will celebrate the achievements of the 2026 HOF and DMOC Class during induction ceremonies at the Soldier Support Institute Auditorium, Fort Jackson, SC.

- Thursday, 25 June 2026 - Distinguished Members of the AG Corps (DMOC) Induction Ceremony
- Friday, 26 June 2026 – AG Corps Hall of Fame (HOF) Induction Ceremony

We will also celebrate the 251st Anniversary of the Adjutant General Corps during the National AG Ball Saturday evening, 27 June 2026, at the Columbia Metropolitan Convention Center in Columbia, SC.

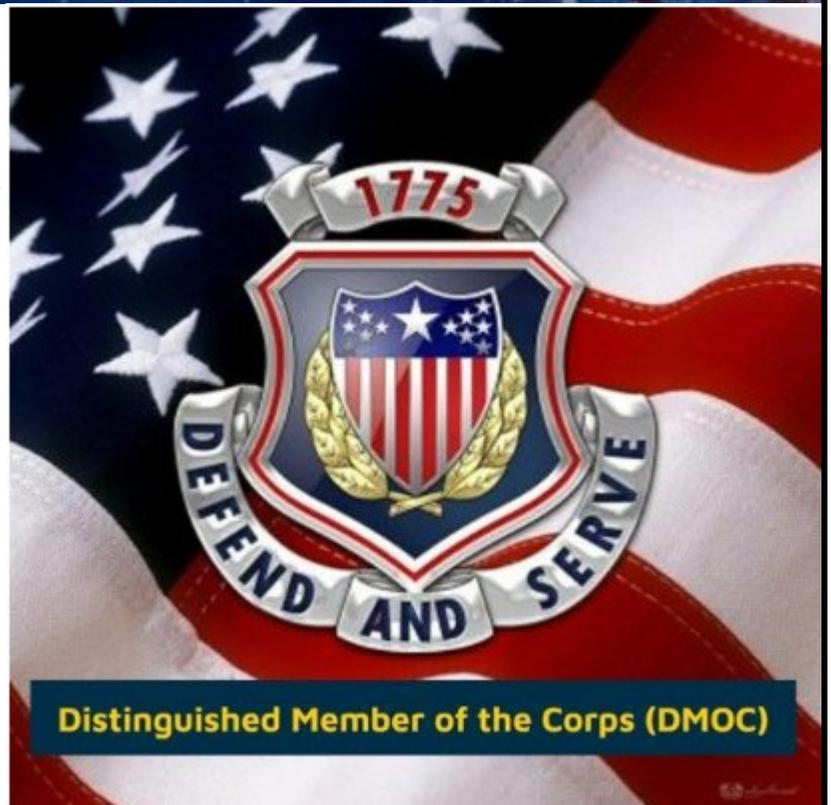
Again, congratulations to the 2026 HOF and DMOC Class!



NOTES:

AG Corps HOF inductee selections are made by a board of currently serving AG Corps senior leaders and previously inducted Hall of Fame members. AG Corps HOF selection is based on the criteria of inductees making positive, lasting, and significant contributions that perpetuate the history and traditions of the U.S. Army Adjutant General's Corps.

Distinguished Members of the Corps (DMOC) are individuals of the same stature as the Honorary Colonel, Honorary Chief Warrant Officer, and Honorary Sergeant Major of the AG Corps. The Chief of the Corps appoints DMOCs for an indefinite tenure and may include Active Army, National Guard, Reserve Component Soldiers, Military Retirees, and Civilians. DMOCs are appointed to supplement and assist the efforts of the Honorary Representatives of the Corps. Their activities include promoting and enhancing the history and traditions of the Corps, promoting the warfighting ethos among Soldiers, and creating cohesion among members of the Corps.



AG Corps Talent Is America's Competitive Advantage—Even Beyond the Uniform

By LTC (Ret) James J. Galluzzo III



The Army Adjutant General's Corps has always produced leaders who thrive in complexity, but today's workforce challenges—across government, industry, and community organizations—

prove just how essential AG trained professionals truly are. As America navigates rapid technological change, shifting workforce expectations, and increasing demands for organizational transparency, the skills acquired during a career as an AG Soldier are not just relevant—they are urgently needed.

Across Active, Reserve, and National Guard units, AG Soldiers manage the lifeblood of readiness: people, information, and organizational trust. Those same competencies are now at the center of modern workforce leadership. Whether serving in an S-1/G-1, advising commanders at all echelons, or shaping policy at the enterprise level, AG professionals develop a blend of precision, empathy, and strategic thinking that civilian organizations struggle to cultivate.

One of the most powerful strengths AG Soldiers bring is the ability to integrate people, processes, and technology under pressure. Long before “HR analytics” became a corporate buzzword, AG leaders were synchronizing personnel systems, interpreting data to drive readiness decisions, and communicating those insights to senior leaders. That experience translates seamlessly into today's data driven workforce environment, where organizations must make informed decisions quickly and responsibly.

Another defining trait is commitment to organizational culture and trust. In uniform, we

learn that communication is not a task -- it is a leadership function. AG Soldiers routinely navigate sensitive issues, guide leaders through complex personnel actions, and maintain the integrity of systems that directly affect Soldiers and Families. In my own career, including time supporting the AG School and later working as a consultant and government contractor, I saw firsthand how these skills set AG professionals apart. Civilian organizations often underestimate the value of leaders who can communicate clearly, manage change effectively, and uphold ethical standards under pressure. AG Soldiers do this instinctively.

The AG Corps also develops leaders who understand the human dimension of readiness. Talent management, professional development, and organizational design are not abstract concepts; they are daily responsibilities. As the Army continues to modernize, AG professionals are already positioned to lead the integration of new HR technologies, support talent-based career models, and strengthen the Army's ability to attract, develop, and retain exceptional people.

For those transitioning from service, this alignment between AG core competencies and the civilian workforce needs is a tremendous advantage. AG Soldiers bring operational discipline, strategic communication skills, and a mission first mindset that employers consistently seek but rarely find. For those continuing to serve, understanding the value of these skills reinforces the importance of the AG Corps' role in shaping the Army of 2030 and beyond.

The broader community of Soldiers, retirees, civilians, and supporters, through professional organizations like the Adjutant General's Corps

Regimental Association (AGCRA) plays a critical role in telling this story. By highlighting the impact AG professionals make both inside and outside the Army, we strengthen the Corps' identity and inspire the next generation of leaders. The AG Corps has always been about people. Today, that focus is transformative. Whether in uniform or serving in new capacities, AG

trained leaders are uniquely equipped to guide organizations through uncertainty, build trust, and shape the future of the American workforce.

James J Galluzzo III is a lifetime member and Vice President of Corporate Affairs for AGCRA, Principal and Consultant for HRJ Strategies, LLC, and a certified HR and Project Management professional.

Forging the Future: How AI Integration Will Revolutionize the Adjutant General's Corps

By CPT Benson O. Uche

For generations, the Adjutant General's Corps has been the steadfast heartbeat of the U.S. Army. These leaders are known as the guardians of personnel and the stewards of our Soldiers' careers. In this environment of accelerating change and data-driven decision-making, our legacy of human touch must now integrate with the precision of technology. A deliberate integration of AI/ML (Artificial Intelligence and Machine Learning) is not a threat to our expertise. AI/ML is the next logical step to advance it. By embracing AI as a force multiplier, AG Professionals can dramatically enhance operational tempo, deepen strategic research, streamline daily operations, and unlock the full potential of systems like IPPS-A. This is to ensure the AG Professional remains the agile, informed, and decisive leader the Army needs.

The promise of AI/ML for the AG Corps is profound and multifaceted.

First, in terms of operational tempo, day-to-day operations and machine learning algorithms can help automate data processing. This saves time and increases efficiency, thereby allowing more time to focus on higher-priority areas. This is where AI moves from concept to concrete daily utility. What if AI tools are used to draft Standard Operating Procedures (SOPs) by nesting current regulations or unit-specific guidance?

What if this AI tool can be used to provide a first-draft baseline for AG Soldiers to refine and finalize memorandums, etc.? There is strong potential for AI to assist the AG Professional with routine email triage and composition, and to generate draft responses to common inquiries about leave, awards, or personnel actions. This can allow the AG professional to focus on other complex requirements. ATP 1-0.1 states, "HR personnel provide support within the Army strategic contexts to ensure the combatant commander's freedom of movement, operational reach, and prolonged endurance" (ATP 1-0.1, 2025, sect. 1-5).

AI can serve as an on-demand regulatory expert.

For any given action an administrative separation, awards, or even a travel voucher inquiry, an AI system could instantly analyze the request against the governing regulations (ARs, DA PAMs, unit/post policies). It would provide the AG professional with an expedient analysis that summarizes the relevant rules, required documentation, and common pitfalls. This doesn't replace the leader's judgment, but accelerates their understanding, ensuring decisions are both timely and compliant. This liberation from manual data mining allows AG Soldiers to focus on Soldier engagement and strategic planning.

HR and AI/ML can make monumental leaps in research and insight generation.

Furthermore, AI can analyze vast datasets on retention and unit readiness to identify trends invisible to the human eye. As explored in an article written by Sarah Hauck, the U.S. Army Command and General Staff College leads AI integration in professional military education. She discusses prompt engineering and AI agent utilization, and how such tools move beyond simple automation to enhance functionality within strategic planning processes (U.S. Army Command and General Staff College Leads AI Integration in Professional Military Education, 2026). AI-enabled wargaming helped create dynamic models that enabled leaders to anticipate personnel challenges and test policies in simulated environments before implementation.

The cornerstone of this transformation is enhancing our enterprise systems, beginning with IPPS-A.

An AI-powered AG Chatbot accessible to every leader and Soldier within IPPS-A (Integrated Personnel and Pay System - Army) will prove beneficial. This virtual assistant would be able to give expedient and clear explanations of how to navigate the IPPS-A process. This can occur from submitting a PAR to understanding assignment preferences. This would eliminate frustration, decrease help desk calls, and ensure that information is disseminated consistently throughout the force. This virtual assistant, learning from thousands of interactions, would be able to give the leader insights, not only answering questions, but also proactively providing information, such as informing a leader that a Soldier is eligible for a promotion or professional development opportunity soon, or informing a leader of unit readiness based on personnel data. This is not replacing the AG professional; it is providing them with technological advancements that are relevant to the future of our military.

This vision inevitably confronts valid concerns.

The main counterargument is based on ethical regulatory limitations and the risk of overdependence. There are concerns about bias in algorithmic analysis and data security risks in AI-generated communications. It could pose an ethical risk of delegating interpretive authority of regulations to a machine. The risk of loss of procedural knowledge, communicating the "why" behind the SOP, and so on. These are not merely barriers to implementation; they are our critical safety nets. The key to AI integration is based on deliberate human engagement. We could consider a term called "Human-in-the-Loop". The AI system supplies the draft SOP, the email template, or the regulatory summary; the AG professional supplies the final check, the voice of command, the ethical sign-off, and the experience that no computer algorithm can provide. Our new role is from creator/processor to editor/validator. We will, and must, develop the governance structures, audit trails, and ongoing training to ensure that AI enhances our values and our expertise, rather than undermining it.

Additionally, holding on to traditional methods alone may mean there will be a bottleneck in an Army that is moving at an increasingly fast pace. On the other hand, to go blindly into automation is to abandon our human-centric approach. There is a third way: the thoughtful and deliberate application of Artificial Intelligence/Machine Learning to augment our capabilities. This will allow us to leverage these tools to help the AG Professional rise to the strategic level. They will become more than managers of records; they will become foresighted commanders of human capital, empowered by tools that handle the routine with flawless efficiency. The future AG Leader will wield AI as a tool to enhance their judgment, freeing them to do what only humans can—lead, inspire, and care for Soldiers. It is time to code the future, deliberately and wisely, and lead the Human Resources

revolution from the front.

The Adjutant General's Corps stands at a pivotal moment. This is about leadership, readiness, and the future of HR operations. For leadership, AI offers unparalleled situational awareness, freeing leaders from administrative clutter so they can focus on leading people. In terms of readiness, it will ensure accuracy in manning as well as expedite personnel actions that will help with unit readiness. In terms of professional development, it will curate individualized career paths while also allowing AG Soldiers to develop skills in data strategy and AI management.

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Captain Benson Uche is a Civil Affairs officer currently serving as a Company Executive Officer. He previously led a Civil Affairs Team at Fort Bragg, North Carolina, and is a graduate of the Civil Affairs Qualification Course. With over 18 years of active federal service, CPT Uche is a Green-to-Gold recipient who commissioned as a Distinguished Military Graduate from the University of South Carolina ROTC Gamecock Battalion through Benedict College. He is also a member of the Adjutant General Corps Regimental Association. His education includes a B.A. from Benedict College and a Master's degree in Public Policy from Walden University. CPT Uche aspires to pursue a doctoral program in the near future.

When Soldiers Hesitate: Why Readiness Breaks Long Before Contact

By SFC Jerae P. Perez

The Pause Everyone Recognizes

In training environments and operational rehearsals, there is a moment most leaders recognize without needing it explained. A unit has the capability. The plan is doctrinally sound. The conditions are familiar enough that action should follow understanding. And yet, at the decisive point, nothing happens.

The Soldier does not panic. They do not freeze in the traditional sense. They wait.

In the after-action review that follows, leaders often search for explanations in predictable places. Was the Soldier unsure of themselves? Was discipline lacking? Was there a gap in training or rehearsal? These questions feel productive because they suggest clear remedies. More repetitions. More control. More enforcement.

But hesitation in decisive moments is rarely a sudden failure. More often, it is the visible signal of something that has been developing quietly over time. By the time it appears under pressure, the cause is already embedded.

The Comfortable Diagnosis

The Army's institutional reflex is to treat hesitation as an individual or small-unit deficiency. We describe it as risk aversion, a lapse in confidence, or a failure to internalize the Warrior Ethos. We review training records and readiness metrics, assuming that if the indicators are green, initiative should be automatic.

These explanations are not irrational. They are grounded in a belief that competence produces action. But they fall short because they overlook how Soldiers are conditioned outside the training lane. While we invest heavily in building technical skills, we pay far less attention to the lessons taught through daily administrative interaction.

In the personnel space, Soldiers learn what the institution truly rewards. They learn whether judgment is trusted or second-guessed, whether initiative is encouraged or corrected, and whether acting without permission carries risk. These lessons accumulate through hundreds of small

interactions long before a unit enters the area of operations.

When we misdiagnose hesitation as a training gap, we apply a tactical fix to a structural condition. The pause may disappear temporarily, but the underlying misalignment remains. It will surface again when time is compressed and clarity is scarce.

Hesitation Is a Signal

In training environments and operational rehearsals, we often misdiagnose the “wait.” When a Soldier pauses in a decisive moment, our institutional reflex is to label it a failure of ethos, discipline, or tactical proficiency. These explanations are familiar, and they are not entirely wrong. But they are incomplete. The Human Dimension of Readiness suggests a deeper cause. Hesitation is what misalignment looks like when time runs out. It is not an absence of capability, but the presence of unresolved conflict between a Soldier’s role, their perceived authority, and their institutional responsibility.

Hesitation should be understood as a high-fidelity signal rather than a defect. When a capable Soldier hesitates, they are often navigating a meaning gap. This gap emerges when the identity the institution has conditioned them to inhabit conflicts with the identity the mission suddenly demands. In many cases, the Soldier knows exactly what needs to be done. What is unclear is whether they are authorized to act without permission, clarification, or confirmation.

If the internal compass associated with the Warrior Ethos is not aligned with the external map of institutional authority, judgment stalls. The result is not fear or disobedience, but delay. For the Adjutant General professional, recognizing hesitation as a lagging indicator of misalignment reframes readiness entirely. The task is no longer limited to filling formations or processing actions efficiently. It is to ensure that authority, responsibility, and role identity converge long before pressure exposes their seams.

Where Alignment Quietly Breaks

For most Soldiers, the Battalion S-1 is the first and most frequent interface with the Army as an institution. Long before the first round is fired, this is where Soldiers learn how the organization values authority, initiative, and trust. Administrative systems do more than move paperwork. They quietly teach who is allowed to decide and who is expected to wait.

When administrative processes consistently reward centralized approval while pushing responsibility downward, misalignment is conditioned over time. An NCO may know how to resolve a pay issue, fix an assignment error, or move a personnel action forward, yet hesitate because doing so without explicit approval carries risk. If perfect compliance is praised while professional judgment invites scrutiny, the lesson is clear. Waiting is safe. Acting is not. Over time, that lesson becomes a habit. In Large Scale Combat Operations, where speed and judgment are decisive, habit is exactly what gets exposed.

Contemporary customer service models within HR discourse, often borrowed from retail or hospitality contexts, further complicate this dynamic. These models improve responsiveness and transparency, but they can unintentionally reduce a moral profession to a transactional exchange. A Soldier is not a customer. They are a steward of the Nation’s trust. When HR is framed solely as a service to be delivered rather than an identity to be aligned, the force becomes administratively visible but psychologically fragile. Alignment breaks when the compliance identity reinforced in the S-1 shop becomes the primary lens through which Soldiers interpret their agency in the field.

When Hesitation Becomes Vulnerability

Large-scale combat operations are characterized by nonlinearity and noncontiguous operations, requiring units to fight across dispersed terrain without a fixed forward line. In this environment, time becomes the decisive variable. Decisions must be made faster than information

can be fully verified, and initiative often belongs to the element willing to act under uncertainty. Within this context, the meaning gap is not an administrative inconvenience. It is a strategic vulnerability.

Current doctrine emphasizes transformation in contact and decentralized execution, explicitly requiring Soldiers and small-unit leaders to operate without constant oversight. Yet if personnel systems have conditioned those same Soldiers to wait for centralized approval, completed cases, or administrative confirmation, a contradiction emerges. The force appears doctrinally agile on paper while remaining psychologically anchored to rearward processes. When contact occurs, that contradiction manifests as hesitation.

The future fight will not allow time for institutional lag. In environments where communication is degraded or asynchronous, a Soldier who pauses to seek administrative safety has already surrendered the initiative. Hesitation collapses temporal advantage into enemy advantage. In LSCO, that cost is rarely recoverable.

Readiness in this context cannot be measured solely through accountability metrics, status reports, or data visibility. Tools like the PERSTAT describe availability, but they do not predict behavior under pressure. True readiness is reflected in alignment. It is present when a Soldier's identity, authority, and responsibility converge such that action feels legitimate even in ambiguity. When the environment becomes chaotic, the aligned Soldier does not wait for authorization. They act in accordance with intent.

Stewards of Alignment

The 250th anniversary of the Adjutant General's Corps marks more than a milestone of service. It is an opportunity to assume, with clarity, the full weight of our professional responsibility. For too long, the Corps has been conditioned to view itself primarily as an executor of administrative policy. That framing understates

the influence we wield. As the Army advances toward the HRC 2030 Vision, the AG Corps must fully embrace its role not as a service function, but as a steward of alignment.

Our work in the people space is never neutral. Every personnel action we process, every policy we interpret, and every S-1 interaction we lead communicates something to Soldiers about authority, trust, and agency. Those signals accumulate. Over time, they either reinforce a professional identity rooted in judgment and responsibility or condition hesitation and reliance on permission. Stewardship means recognizing that our daily decisions shape how Soldiers understand their place within the institution long before they are tested under pressure.

If success is measured only through customer satisfaction or transaction speed, we will miss our most consequential impact. Excellence in the AG Corps is measured by the clarity and trust that exist within formations. We safeguard the institutional conditions that allow disciplined initiative to function when oversight is limited and time is scarce. When role, authority, and responsibility are aligned, the Warrior Ethos does not need to be invoked. It operates.

The legacy of the Adjutant General's Corps is not defined by the volume of actions processed or systems modernized. It is defined by whether Soldiers are prepared, psychologically and professionally, to act without hesitation when alignment matters most.

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Keeping the Seat: From Reporting Strength to Sustaining the Fight

By CW3 Marcus J. Harvey



MAJ Rodriguez and MAJ Alexander recently called on the Adjutant General's Corps to adopt an operational mindset. They warned that if HR professionals remain transactional, we risk becoming irrelevant in large-scale combat operations (LSCO) (Rodriguez & Alexander, 2025). This is an operational, not theoretical, concern.

Adopting an operational mindset starts with language.

Imagine sitting at a table where everyone speaks a different language. You recognize the tone and rhythm but cannot contribute, bringing about discomfort and exclusion.

At Division and Corps level, Commanders discuss time, space, tempo, depth, operational reach, and endurance. FM 3-0 defines LSCO as fast-paced, contested, and multidomain, needing synchronized combat power (FM 3-0, 2022). FM 4-0 presents sustainment as enabling freedom of action, extending reach, and prolonging endurance (FM 4-0, 2024). If HR professionals focus on transactions and reports, we miss the operational language of the staff.

Seats at the table are not permanent. If we do not speak the language of time and space, we cannot expect to keep our seat.

Formations do not stop because a slide was late. They stop when they cannot produce sufficient combat power to prolong the fight.

Personnel readiness is inseparable from combat power.

From Reporting to Sustaining Combat Power

FM 4-1 lists personnel readiness management, casualty operations, and replacement operations as core HR responsibilities (FM 4-1, 2024). ATP 1-0.1 shows how G-1s and S-1s

synchronize these across echelons (ATP 1-0.1, 2019). These are not administrative—they are operational enablers.

Casualty estimation provides a clear illustration. Tools such as the Medical Planners Toolkit (MPTk) allow planners to forecast projected losses and replacement requirements. Generating an estimate, however, is insufficient. The operational requirement is to interpret and apply that estimate to how the organization will fight and be supported. HR professionals should forecast crew degradation timelines, advise Commanders when replacement velocity will no longer offset projected losses, and synchronize casualty projections with medical posturing to maximize return-to-duty rates.

Every Soldier returned to duty reduces replacement demand. Every accurate projection improves operational synchronization. Every properly postured medical asset contributes directly to sustaining combat power.

FM 4-0 makes clear that endurance is fundamental in LSCO (FM 4-0, 2024). For HR professionals, endurance is the ability of a Brigade, Division, or Corps to maintain lethal crews and continue operations without unacceptable degradation.

That is HR endurance.

Speaking in Time and Space

Operational leaders think in time and space. If a Corps extends operations across operational depth, the G-1 must consider evacuation timelines, in-transit visibility, and replacement throughput. If sustainment nodes displace to mitigate long-range fires, personnel accountability is affected. If maneuver tempo accelerates, casualty flow increases.

LSCO will be characterized by speed, violence, and contested logistics (FM 3-0, 2022; FM 4-0, 2024). In that environment, HR professionals cannot remain reactive reporters.

The Army's shift toward predictive, data-centric sustainment stresses the importance of integrated analytics (U.S. Army, 2025a). Integration with next-generation command and control systems is designed to provide Commanders a unified operational picture (U.S. Army, 2025b). Artificial intelligence systems are working towards the ability to generate strength dashboards, casualty trend analyses, and personnel forecasts.

If our contribution exists solely in reporting numbers, technology will replace us.

Artificial intelligence can display percentages, graph loss curves, and forecast depletion rates. What it cannot do—absent operationally minded HR professionals—is interpret those numbers in the context of maneuver, risk, and endurance. It cannot advise a Commander when a Battalion's crew density will fall below operational capability. It cannot assess how casualty flow affects tempo in a contested environment.

If we intend to remain relevant, we must move beyond reporting and into interpretation.

Challenging Doctrinal Ceilings in Contact

Transformation in Contact emphasizes adaptive organizations that learn and adjust during operations rather than waiting for doctrinal revision (Small Wars Journal, 2025). For HR professionals, this requires challenging doctrinal ceilings in real time.

Doctrine provides planning factors and rules of allocation (FM 4-1, 2024). These work as essential baselines. Yet in LSCO, casualty rates may exceed historical norms, communications may degrade, and replacement routes may be contested. Rules of allocation are planning assumptions—not operational guarantees.

If casualty projections exceed planning factors, the G-1 must reassess replacement prioritization. If replacement velocity lags projected losses, Commanders must understand the associated risk to tempo and endurance. If maneuver changes alter casualty patterns, synchronization must adjust immediately.

Applying doctrine with judgment under friction is operational competence. Rigid adherence in a dynamic fight is procedural stagnation.

Understanding Structural Transformation

Operational credibility also requires structural literacy. As HR personnel we must understand how our doctrine changes our formations.

The Army's White Paper on Force Structure Transformation outlines a deliberate rebalancing from counterinsurgency-focused formations toward organizations optimized for LSCO (U.S. Army, 2024). Authorizations are being aligned more closely with realistic end strength. Legacy formations are being reduced. New capabilities are being built.

These changes directly affect HR planning. Replacement models tied to legacy Brigade structures may no longer apply. Crew densities shift. Organizational relationships change. If HR professionals do not understand the structure of the force they are sustaining, endurance projections become inaccurate.

Force structure transformation is operational. When structure aligns with realistic manning levels, readiness improves. When authorizations exceed available personnel, endurance suffers (U.S. Army, 2024).

Division and Corps G-1s must understand the structure of their formations if they intend to sustain them.

Readiness Over Time

Institutional initiatives designed to stabilize training, modernization, and mission requirements reinforce sustained readiness generation (U.S. Army, 2020). From an HR perspective, this shows the long game of sustaining combat power.

Readiness is built, degraded, regenerated, and sustained over time. Recruiting pipelines, professional development, modernization cycles, and retention trends all determine future combat power.

HR endurance goes beyond casualty replacement. It includes sustaining talent, forecasting availability, and aligning personnel readiness with operational demand during phases of competition and conflict.

Endurance accumulates—or erodes—over time.

It Begins in the Institutional Army

Operational fluency must be cultivated deliberately.

Professional military education must move beyond systems proficiency and regulatory compliance. Training must require HR leaders to assess casualty flow under degraded communications, contested logistics, and accelerated maneuver. Exercises should compel planners to brief endurance timelines, replacement velocity, and risk to tempo—not simply personnel status.

If we train technicians, we produce technicians. If we train integrators, we produce operational advisors. It is not enough that we teach personnel how to obtain data and report the numbers. We must challenge them to turn the numbers into actionable information and propose what the action should be.

An operational HR mindset is developed intentionally—not improvised in combat.

HR Endurance

HR endurance is the ability of a Brigade, Division, or Corps to sustain combat power over time through synchronized personnel readiness, adaptive casualty and replacement operations, structural awareness, and predictive analysis.

Rodriguez and Alexander challenged us to adopt an operational mindset (Rodriguez & Alexander, 2025). That mindset is not optional.

If we remain transactional, we will find ourselves briefing slides instead of influencing outcomes. If we focus on reporting while others are assessing risk and shaping decisions, we lose relevance. In an era of predictive analytics and artificial intelligence, reporting alone is insufficient.

Formations in LSCO will not stop because we failed to produce a slide. They will stop when they can no longer sustain combat power.

HR professionals must ensure that the moment comes later—not sooner.

That responsibility requires more than technical proficiency. It demands the courage to advise Commanders candidly when projections indicate risk. It requires understanding how casualty flow affects tempo, how crew density influ-

ences lethality, and how structural realities shape replacement demands. It means anticipating degradation before it becomes crisis and translating personnel data into operational decisions.

Endurance is not accidental. It is planned, forecasted, synchronized, and protected. If HR does not deliberately shape that effort, someone else will—and they may not see what we see.

The question is not whether we deserve a seat at the table.

The question is whether we are prepared to speak the language required to keep it.

In LSCO, irrelevance is not a perception problem—it is a combat power problem.

And combat power decides who continues the fight.

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The Army in Transformation

By COL (Ret) Steve Shappell

As we approach the 250th Birthday of our Nation, and the 40th Birthday of our Association, the Army is in the midst of a significant transformation. While this will impact virtually everything the Army does (including acquisition processes, weapons systems and more), this article is focused on force structure. As AG Soldiers and Civilians supporting commanders, it is important that we understand how the Army as an enterprise is transforming.

On 30 April 2025, Secretary of Defense Pete Hegseth issued a memorandum in which he directed the Secretary of the Army to implement a comprehensive transformation strategy, which among other things directed Army to streamline its force structure.¹

Specifically he directed that the Army merge Army Futures Command (AFC) and Training and Doctrine Command (TRADOC) into one command; merge Forces Command (FORSCOM), U.S. Army North, and U.S. Army South into a single Headquarters focused on homeland defense and partnership with our Western Hemisphere allies; and restructure the sustainment enterprise by consolidating headquarters and units with Army Material Command, including the integration of Joint Munitions Command and Army Sustainment Command.²

In a 1 May 2025 Letter to the Force entitled "Army Transformation Initiative," Secretary of the Army Dan Driscoll and Chief of Staff of the Army General Randy George promulgated the Secretary of Defense's guidance by announcing the Army Transformation Initiative with three lines of effort: deliver critical warfighting capabilities, optimize our force structure, and eliminate waste and obsolete programs.³

The Secretary and Chief noted that their focus for the 2nd line of effort was to fill combat formations with Soldiers. To start, they eliminated 1,000 staff positions at Headquarters Department of the Army (Editors' Note: approximately a

20% reduction of Soldiers and Civilian employees in the Army Headquarters). The directed merger of Army Futures Command and Training and Doctrine Command merged force generation, force design, and force development under one headquarters.⁴

As announced in Army General Order 2025-23, on 2 October 2025, the merged command is the United States Army Transformation and Training Command (T2COM). Other major units realigned under T2COM include the Army War College and the U.S. Army Recruiting Command (both formerly direct reports to the Chief of Staff of the Army), as well as the Fort Irwin-based National Training Center and Fort Polk-based Joint Readiness Training Center. Both training centers had belonged to FORSCOM.⁵

Announced in Army General Order 2025-24, on 2 December 2025, the command resulting in from the merger of FORSCOM, Army South and Army North is United States Western Hemisphere Command (WHC). Related to the standup of WHC, the U.S. Army Reserve Command was realigned from FORSCOM to become a direct report to the Chief of Staff, Army. I Corps (with subordinate units) was reassigned to U.S. Army Pacific. III Corps (with subordinate units) was reassigned to U.S. Army Europe-Africa. First Army and XVIII Airborne Corps were reassigned to WHC.⁶

Notes:

¹Secretary of Defense Memorandum, 30 April 2025, subject: Army Transformation and Acquisition Reform.

²Ibid.

³Secretary of the Army and Chief of Staff Letter, 1 May 2025, subject: Army Transformation Initiative.

⁴Ibid

⁵ Army General Order 2025-23, 2 October 2025, Establishment of the United States Army Transformation and Training Command as an Army Command.

⁶ Army General Order 2025-24, 2 December 2025, Establishment of the United States Western Hemisphere Command.

The Space Between Policy and People: The Senior Enlisted Role in Absorbing Institutional Friction

By MSG Robert "Riff" Flak



The Army depends on policy, systems, and processes to function at scale. These mechanisms provide consistency, fairness, and control across a force measured in the hundreds of thousands. They are necessary, deliberate, and often effective. They are also impersonal.

Between the intent of policy and the lived experience of Soldiers lies a wide, often unforgiving space. It is here that friction accumulates. It is also here that the senior enlisted leader, particularly within the Adjutant General Corps, performs some of their most consequential work. This role is formally described and often codified. What is less clearly articulated is the extent to which senior enlisted leaders are expected to absorb institutional friction beyond technical execution. That function, however, is essential to trust, readiness, and institutional stability.

The Space Where Friction Lives

Personnel policy is designed for the institution. Soldiers experience it as personal. Commanders experience it as a risk. The friction between those realities is unavoidable. A regulation may be correct and still disruptive. A system may function exactly as designed yet produce outcomes that feel unjust or incomprehensible to the individual Soldier. Command teams may understand the rule, but still struggle to reconcile its impact on morale, retention, or unit

cohesion. The Army does not break down because of this friction. It strains. Senior enlisted leaders operate within that strain every day.

Absorbing, Translating, Stabilizing

The senior enlisted AG is often the first to encounter the human consequences of institutional decisions. A delayed action, a denied exception, or an ambiguous policy interpretation does not arrive as an abstract problem. It arrives as a frustrated commander, a worried Soldier, or a unit on the edge of losing trust in the system meant to support it. Absorbing institutional friction does not mean shielding the Army from accountability or bypassing policy. It means translating intent into reality, and reality back into terms the institution can understand. It means explaining no in a way that preserves dignity. It means identifying what can be done when what cannot be done is clear. It means ensuring that policy outcomes do not quietly erode confidence in leadership. When this work is done well, nothing happens. No complaint is filed. No issue escalates. No leader loses credibility. The system appears to function smoothly. That invisibility is the point.

Why Experience Matters Here

This role cannot be automated, juniorized, or rushed. Absorbing friction requires judgment built over time. It requires pattern recognition, not just technical proficiency. It requires knowing when strict adherence will cause more harm than it prevents, and when flexibility will set a precedent the institution cannot sustain. Senior enlisted AGs understand second and third-order effects because they have seen them unfold. They know which problems will be resolved with

patience and which will metastasize if ignored. They recognize when a Soldier needs explanation, when a commander needs reassurance, and when the institution needs to hear uncomfortable feedback. This judgment is not taught in initial entry training. It is earned through repetition, consequence, and responsibility.

The Weight of Quiet Leadership

The cost of this role is rarely acknowledged. Absorbing friction means carrying emotional weight that does not appear on a rating scheme or dashboard. It means serving as a steady presence when others are frustrated, angry, or disappointed. It means managing expectations upward and downward, often simultaneously. The absence of crisis measures success in this role. Failure is highly visible and frequently misunderstood.

Nevertheless, senior enlisted AGs continue to do this work because the alternative is institutional erosion. When Soldiers stop trusting the system, readiness suffers. When commanders lose confidence in personnel processes, mission focus degrades. The Army cannot afford either.

Implications for Leaders and the Corps

Commanders benefit when they understand this role and trust the senior enlisted professionals who perform it. Junior AGs benefit when they are developed with an appreciation for the human dimension of personnel work, not just technical accuracy. The Corps benefits when experience and judgment are valued alongside innovation and efficiency. The Army will continue to modernize its systems. Policy will continue to evolve. Friction will remain. What sustains the force is not the elimination of that friction, but the leaders who absorb it, translate it, and prevent it from becoming corrosive.

What This Demands of Us

If institutional friction is inevitable, leadership responsibility shifts from elimination to deliberate management. For commanders, this means recognizing that personnel outcomes are not purely

administrative events. They are leadership moments. Trusting senior enlisted AGs with both authority and access is not a delegation of convenience. It is a readiness decision. For the AG Corps, particularly at the senior enlisted level, this role demands more than technical mastery. It requires the confidence to speak plainly, the judgment to balance consistency with compassion, and the discipline to protect the institution without dismissing the individual. Absorbing friction is not passive work. It is active stabilization. For the profession, this requires developing junior AGs to see beyond transactions. Accuracy matters, thoughts but understanding consequences matters more. Future senior enlisted leaders must be grown with the expectation that they will operate in ambiguity, carry emotional weight, and make decisions that rarely come with clear affirmation.

What is often misunderstood is that this work is not ancillary to readiness. It is readiness. The quiet resolution of personnel friction, the steady preservation of trust, and the disciplined translation of policy into human terms are not background tasks. They are force-sustaining functions. When senior enlisted AGs are empowered to do this work fully, units remain focused, commanders retain credibility, and Soldiers stay connected to the institution. When they are not, friction does not disappear. It accumulates, surfaces elsewhere, and eventually manifests as lost confidence, degraded morale, or avoidable leadership failure.

The question, then, is not whether this role exists. It always has. The question is whether the Army chooses to recognize it as essential, resource it accordingly, and trust those who have spent years learning how to carry it.

Conclusion

The space between policy and people is where institutional trust is either preserved or lost. Senior enlisted AGs operate in that space daily, often without recognition and almost always without fanfare. They do this work not simply because doctrine demands it. They do it

because the Army depends on it. Furthermore, when it is done well, not only does the system hold, but trust also endures, readiness strengthens, and the profession advances.

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Bridge the Gap: Strengthening HR Company Readiness and Brigade-Level Integration in Garrison Operations

By MSG Geraldine V. Turituri and CW2 Nikita S. Kelley

Human Resources (HR) Companies play a critical role in sustaining personnel readiness and enabling operational success across the Army. While their contributions are well understood in deployed environments, their garrison employment often reveals persistent challenges in continuity, training, personnel utilization, and integration with higher headquarters. These challenges are not isolated to a single installation or division, they are systemic, recurring, and impactful.

This article presents a dual perspective: that of an HR Technician serving within an HR Company and that of a Senior Brigade HR Noncommissioned Officer (NCO) responsible for overseeing personnel readiness across a brigade formation. Together, these viewpoints highlight friction points, illuminate gaps between doctrine and practice, and offer recommendations to strengthen HR Company effectiveness in garrison and prepare formations for large-scale combat operations.

HR Technician Perspective: Challenges Inside the HR Company

Lack of SOPs and Continuity

The HR Company operated without comprehensive Standard Operating Procedures (SOPs) or continuity books for key leadership positions and the unit Orderly Room. As personnel transitioned, the absence of documented processes resulted in a loss of institutional knowledge, delayed execution of recurring tasks, and inconsistent reporting. Successors were often forced to relearn systems, battle rhythms, and requirements from scratch. This not only reduced operational efficiency but also increased the risk of errors in critical HR functions such as personnel accountability, postal operations, and casualty reporting.

Excessive Tasking From Higher Echelons

Battalion and brigade headquarters frequently tasked the HR Company with duties unrelated to core HR functions. This stemmed from a per-

ception that HR Company Soldiers were underutilized or lacked a defined mission in garrison. These additional duties detracted from training on essential HR competencies and degraded readiness. Despite this, the HR Technician and Company Commander consistently sought opportunities, such as field training exercises (FTXs), postal inspections, and Theater Gateway Personnel Accountability Team (TG PAT) rehearsals, to maintain proficiency and validate their Mission Essential Task List (METL). The challenge was balancing these operational requirements with the constant pull of non-HR taskings.

Inexperienced Newly Assigned Soldiers

More than 85% of junior enlisted 42A Soldiers arrived directly from Advanced Individual Training (AIT) or from small unit Orderly Rooms with limited exposure to HR systems or operational HR functions. While it is expected that Soldiers may lack experience in casualty operations or deployment processes, many also lacked foundational knowledge in personnel accountability and postal operations. This placed a significant training burden on the HR Technician, who was required to conduct daily and rotational training to build baseline competence across the formation.

Limited Utility of the Brigade HROB in Garrison

In garrison, the Brigade Human Resources Operations Branch (HROB) in a Division Sustainment Brigade provided little to no oversight or synchronization for the HR Company. The HR Technician effectively served as the Company Operations Officer, managing taskings, coordinating missions, and synchronizing requirements independently. While this did not negatively impact mission execution, it highlighted a doctrinal gap: ATP 10.1 and FM 4-1 outline the HROB's responsibility to provide technical oversight, yet this oversight was largely absent in garrison environments.

Insufficient Broadening Across HR and Postal Platoons

Soldiers were often assigned to a single platoon for extended periods, limiting their exposure to core HR functions such as Casualty Liaison Team (CLT) operations, TG PAT missions, and postal operations. This lack of cross-training restricted professional development and reduced the depth of HR expertise across the formation. Given the high turnover rate within HR Companies, this created recurring capability gaps.

Lack of Proactive Personnel Movement Coordination

The Division Digital Training Office (DTO) did not consistently disseminate personnel movement information to brigades in advance. HR elements often learned of missions on the day of execution, limiting planning time and increasing risk to accountability, transportation coordination, and mission success. This reactive posture hindered the HR Company's ability to support personnel movement operations effectively.

Senior Brigade HR NCO Perspective: Challenges at the Brigade Level

From the brigade standpoint, the challenges faced by the HR Company were visible, but so were the broader systemic issues affecting HR readiness across the formation. As the Senior Brigade HR NCO, I observed firsthand how gaps in training, continuity, and integration impacted not only the HR Company but also the brigade's ability to maintain personnel readiness and respond to operational requirements.

Misalignment Between HR Company Capabilities and Brigade Expectations

Brigade S1 sections often misunderstood the HR Company's capabilities in garrison. Many assumed the HR Company existed primarily to provide manpower rather than operational HR support. This misconception led to frequent requests for non-HR taskings, reinforcing the perception that HR Companies were underutilized. In reality, the HR Company was responsible for

maintaining readiness across multiple specialized teams such as postal, casualty, and personnel accountability, while also training on Warrior Tasks and preparing for deployment. The lack of a shared understanding of HR Company METLs created friction and contributed to the overtasking of HR Soldiers.

The HROB Gap: Doctrine vs. Reality

Doctrine clearly outlines the HROB's role in synchronizing HR support, providing technical oversight, and integrating HR operations across the brigade. However, in garrison, the HROB was largely absent from daily operations. This left the HR Company to operate independently and forced brigade S1 sections to fill the oversight gap informally. During major exercises, this lack of habitual relationship became evident. Without established communication channels or shared battle rhythms, synchronization between the HR Company, brigade S1, and HROB was inconsistent. This affected casualty reporting timelines, personnel accountability accuracy, and postal support planning.

Impact of Inexperienced 42As on Brigade Readiness

The influx of inexperienced Soldiers into the HR Company had a direct impact on brigade readiness. When Soldiers lacked foundational HR skills, errors in PERSTAT reporting, casualty processes, and personnel accountability increased. Brigade S1 sections often had to retrain Soldiers who should have arrived with baseline proficiency. This created a cycle where the HR Company struggled to build internal expertise, and the brigade struggled to maintain accurate personnel readiness metrics.

Integration Challenges Between HR Company and Brigade S1

The HR Company and brigade S1 often operated on parallel but disconnected tracks. Without a shared battle rhythm or integrated training plan, opportunities for collaboration were limited. For example, during deployment readiness exer-

cises, the HR Company would prepare TG PAT or CLT teams, while the brigade S1 focused on SRP packets, PRRs, and personnel readiness. Without deliberate integration, these efforts did not always align, resulting in duplicated work or missed opportunities to strengthen collective HR readiness.

Training Gaps Observed at Brigade Level

During major training events, it became clear that many HR Company Soldiers lacked familiarity with brigade-level processes such as casualty flow, Personnel Readiness Reviews (PRRs), and deployment tracking. This gap was not due to lack of effort or motivation, but rather a lack of exposure to how HR functions integrate into brigade and division-level operations. The HR Company trained extensively on its internal tasks, postal operations, TG PAT missions, and CLT procedures, but without deliberate integration into brigade battle rhythms, Soldiers did not gain the context needed to understand how their work supported the larger mission.

This gap became especially evident during National Training Center (NTC) rotations. At NTC, the reconstitution process at the Personnel Holding Area (PHA) is one of the most critical HR functions executed during large-scale combat operations. The PHA serves as the central node for casualty reporting, personnel accountability, strength reconciliation, and the reintegration of displaced or returning Soldiers. However, many HR Company Soldiers arrived at NTC unfamiliar with the brigade-level expectations for casualty documentation, personnel status updates, and the strict timelines required to maintain accurate strength reporting in a dynamic operational environment.

Managing Casualty Operations, which included basic knowledge of Casualty feeder cards, casualty packets and patient tracking, PRR updates, and duty status changes must move rapidly from the field to the brigade S1 and then to division G1 elements. When HR Company Soldiers lack experience with these brigade-level processes, delays occur in casualty reporting,

strength updates, and personnel tracking. These delays create friction not only at the PHA but also in garrison systems such as IPPS-A, DCIPS, and DTAS, where timely updates are essential for maintaining accurate accountability and ensuring Soldiers are properly tracked, replaced, or returned to duty.

Additionally, many HR Company Soldiers were unfamiliar with the documentation required during reconstitution, such as personnel status reports, casualty packets, duty status changes, and strength reconciliation worksheets. Without understanding how these documents flow from the field to garrison HR systems, Soldiers struggled to meet the rapid reporting timelines expected during NTC operations. This lack of familiarity hindered the brigade's ability to maintain an accurate common operating picture and slowed the decision-making process for commanders.

The Need for Cross-Training and Rotational Assignments

From the brigade perspective, cross-training within the HR Company was essential. Soldiers who rotated between postal, CLT, and TG PAT missions developed a broader understanding of HR operations and were better prepared to support brigade requirements. Additionally, temporary assignments to brigade or battalion S1 sections provided valuable exposure to supported-unit operations. Soldiers who gained this experience returned to the HR Company with a deeper understanding of reporting requirements, battle rhythms, and operational expectations.

Recommendations

1. Develop and Enforce SOPs and Continuity Programs

- Establish standardized SOPs for all HR Company functions.
- Maintain continuity books for key positions and update them quarterly.
- Incorporate SOP reviews into command inspections and leader transitions.

2. Protect HR Training and Mission Focus

- Limit non-HR taskings that detract from training and readiness.
- Educate leaders on the operational role of HR Companies to reduce misuse of manpower.

3. Improve Soldier Assignment Practices

- HRC should prioritize assigning Soldiers with battalion or brigade S1 experience to HR Companies. This ensures incoming personnel possess foundational HR knowledge and reduces the training burden on HR Company leadership.
- Installation G1 should routinely assess all 42As on the installation and coordinate to rotate Soldiers between G1, BN/BDE S1, HR Company. This will ensure exposure and full picture of the flow of HR systems, processes, conduct.

4. Reassess the Brigade HROB's Role in Garrison

- Clarify the HROB's responsibilities in garrison operations.
- Establish routine synchronization meetings between HROB, HR Company, and brigade S1.
- Empower HR Technicians to manage operations while maintaining doctrinal oversight.

5. Implement Platoon Rotation and Broadening Policies

- Rotate Soldiers between HR and Postal Platoons every 6–12 months.
- Provide opportunities for HR Company Soldiers to work temporarily in S1 sections.
- Develop a deliberate cross-training program to build well-rounded HR professionals.

6. Improve DTO Coordination and Communication

- Establish a standard battle rhythm for disseminating personnel movement information.
- Provide early notification to enable deliberate planning and accountability.
- Integrate HR Company and brigade S1 into movement planning processes.

Conclusion

HR Companies are essential enablers of personnel readiness and operational success. Yet in garrison environments, gaps in continuity, training, personnel utilization, and integration with higher headquarters often hinder their effectiveness. By addressing these challenges through deliberate training, improved communication, and stronger alignment between HR Companies, brigade S1 sections, and the HROB, the Army can significantly enhance HR readiness across formations.

The combined perspectives of the HR Technician and Senior Brigade HR NCO highlight the importance of collaboration, doctrinal alignment, and proactive leadership in strengthening HR operations. As the Army prepares for large-scale combat operations, investing in HR Company readiness is not optional, it is essential.

Chief Warrant Officer Two (CW2) Nikita Kelley served as the brigade Human Resources Technician for 1ABCT, 3ID and currently the Human Resources Technician and Operations Officer for the 90th Human Resources Company at Fort Stewart, GA. With 17 years of expertise in the United States Army as an HR Professional, she teaches, manages, and provides overall technical oversight on all HR

systems, assists HR Professionals across the installation in all HR Core Competencies and Key Subordinate Functions, and advises command leadership at all echelons on their support roles in HR regulatory and policy compliance. She completed a rotation to Poland in support of Operation Atlantic Resolve, has earned various awards and decorations, and prioritizes innovation and implementation as the Army evolves, to ensure HR Professionals are able to adjust the way we will support LSCO operations. CW2 Kelley holds an Associate's Degree in Child-care Education and Development, Bachelor's Degree in Human Resource Management-Employment Law, and is currently completing a Masters of Business Administration with a concentration in Human Resource Management in a Global World.

Master Sergeant (MSG) Geraldine Turituri is currently a student in the Sergeants Major Course, Class 76, at the Sergeants Major Academy, bringing nearly two decades of expertise in the military profession. Throughout her career, she has served in every echelon of the Human Resources Specialist field, culminating in her role as a brigade Senior Human Resources Sergeant for 1ABCT. The majority of her service was with the 3rd Infantry Division, where she deployed in support of multiple campaigns and operations, including Operation Enduring Freedom, Operation Sentinel, and Operation Inherent Resolve across Kuwait, Afghanistan, Iraq, Egypt, Jordan, Qatar, and Europe. She holds a Master of Organizational Leadership and a Doctor of Education in Organizational Leadership from the University of Massachusetts Global in Irvine, California.

Agile Talent Management – Fail Fast is a Strategy

By LTC Krystal Merchan

There is no preparation for the sinking feeling one gets from having no idea how to accomplish the task ahead. This feeling would make lesser HR professionals balk, but a few with gumption and a love for challenges enjoy a good problem set and designing new tools to accomplish the mission. That is exactly what we did at 3rd Infantry Division when our Commanding General, Major General John Lubas, requested a 1 to N peer assessment of his Major and Lieutenant Colonels in the Division. All requested with a steely twinkle in his eye, of course. It was as if he knew that what he was asking would be a challenge, but one which he expected us to meet and exceed the standard. You see, our CG had already met with and briefed all field grades on the staff of his expectations of a leader. He

expected fit leaders of character, expert trainers, and consummate team players. As I sat in his office, receiving the desired feedback and simultaneously wondering how in the world I was going to do what he was asking, I fell back on a skill from two assignments ago – agile software development, attentively gathering MG Lubas' requirements. This peer assessment tool would gather feedback from peers on five talent assessment criteria: 1) athleticism 2) coach/mentor ability 3) team player 4) promotion potential 5) command or centralized selection list (CSL) potential. The question evolved. How do we implement agile talent management.

The immediate thought was how quickly we could put together a prototype for review to gain feedback on what leaders liked and/or disliked.

It would be important to ensure my customers' satisfaction, collaborate with our data scientists, communicate early and often, and stay committed to the desired goal of the survey. This began the beginning of an 8-week process of exploring the limitations of the chosen tool, Microsoft Forms, consulting with our phenomenal Operations Research and System Analyst (ORSA), LTC Kevin Quigley and gathering user experience feedback from my Iron Major AG Professionals, MAJ Anthony Kwamu, MAJ Phillipa Lewin, and MAJ Jang Lee. This feedback proved invaluable and set the stage for several peer surveys to accommodate the Division's sizeable field grade officer population.

The foundation of the survey was an understanding of what data we aimed to gather and what would be its primary use. Ultimately the Division adopted a Talent Assessment Strategy that quantified an officer's performance based on the senior rater-assessed promotion and future command potential. This score would be combined with the peer assessment and rater assessment to form a total score out of 100 possible points. Our fearless ORSA, LTC Quigley, recommended either a Net Promoter Score (NPS) or Likert Scale to take a qualitative peer assessment and convert it to a quantitative output as described in the talent assessment strategy. A Net Promoter Score would have categorized peers as promoters, passives, or detractors based on the previously mentioned measured areas of performance, and since there was no plan to use that information, we selected the more useful Likert Scale to measure "to what extent do you agree the following officer" is any of the things MG Lubas told them they should be. That was meant to make you chuckle! In any event, the survey was a wild success!

Actually, that is where I wanted the article to end. I wish it were a wild success. In fact, it was all the challenge I knew it would be. The survey took what seemed like forever to build. I did not know there were limitations on how many questions I could put in the Microsoft Forms survey, so I built and re-built the survey until it would let me save. After figuratively slamming my head on

the desk, it occurred to me that I was doing the exact thing I should be doing. "Fail fast" is not just a mantra for tech billionaires in Silicon Valley. Once I stopped aiming for perfection, I just wrote down notes on what didn't work and why. I documented the process until I finished the first survey, Raider Brigade, the 1st Armored Brigade Combat Team's whose motto is "Raiders First! For a Reason!". The actualization of what felt like a lofty goal, a working survey, made the reason for me finishing their survey first all too clear. I needed their Brigade S1's raw, unfiltered feedback. Being first meant the survey had issues, but the iteration with three candid users resulted in the final steps of what would be the blueprint process to produce sixteen (surveys) to quantify peer-assessed talent of staff field grades and battalion commanders alike. The survey employed branching options with smaller units to accommodate both Majors and Lieutenant Colonels within the same organization. Larger elements, like the Headquarters and Headquarters Battalion would require four surveys to assess the entire population of interest.

Finally, we had achieved what we set out to accomplish and more. Not only did we develop a successful peer assessment tool to inform the Division's Talent Management Strategy, but we also developed an Artificial Intelligence (AI) prompt to produce the survey's results for calculation into the Officer's overall talent score. Additionally, we hosted a follow-on call with Enterprise Modernization Director, COL Chris Brown, to strategize incorporating Vantage Data and building the survey and assessment all in one place versus downloading to run the AI prompt. Overall, I am thankful for my utilization tour in the Agile Software development environment and the Broadening Opportunity Program, the Major General James Wright Fellowship, that afforded me the opportunity and education. The contractors I worked with saw many failures before eventual success. It seems failure is just a pathway to success - as in life, as in Agile Talent Management assessment.

LTC Krystal Merchan is the Assistant Chief of Staff, G-1 of the 3rd Infantry Division at Fort Stewart, GA.

Personnel Accountability in 2025: How to Revolutionize SRC-12 and Prepare for LSCO

By CW2 Ernie W. Bragg, Jr.

Whether you're reading Field Manual (FM) 4-1 for the first time, or you're just trying to remember that our *Human Resources Support* doctrine is no longer numbered as FM 1-0, it should be no surprise that the concept of SRC-12 and its contribution to personnel accountability (PA) in a combat theater bears no resemblance to how we conduct PA in garrison life. In fact, we mischaracterize the Personnel Status Report (PERSTAT) as an accountability tool rather than a strength/status reporting mechanism. To understand the difference, and to identify how we can prepare SRC-12 organizations to execute accountability solutions in theater, we should investigate *what* theater accountability looks like, and what we need to change to make it work for future conflicts.

Accountability = Seeing Personnel in Motion

Theater and intra-theater gateways, aerial- and seaports of embarkation (APOE, SPOE) and disembarkation (APOD, SPOD), reception centers, staging areas, assembly areas, holding areas, casualty collection points, treatment facilities, or evacuation points. As personnel and equipment move from one place to another, they must pass through one or more of these. These transient populations must be accounted for, but how? Currently, units leverage the Tactical Personnel System (TPS), the Deployed Theater Accountability System (DTAS), the Defense Casualty Information Processing System (DCIPS), the Integrated Personnel and Pay System – Army (IPPS-A), local processes and report formats, and even PERSTATs to track their personnel. However, each system and corresponding reports are only as reliable as the data put in.

Practicing How We Fight

Think for a moment: when was the last time you executed RSOI? Hint: a lot more recently than you may think! Every time you execute a PCS move, you travel from one duty location to another, are received at that new installation, get in-briefs, CIF appointments, and then you show up and integrate with your new unit. This sounds a whole lot like a decentralized RSOI, but we don't call it that, and we don't use our traditional systems (TPS, DTAS) to monitor the PCS pax flow.

Many units do not use TPS, DTAS, or any reporting mechanism other than “wheels up/down” reports and the PERSTAT to account for personnel who are away from home station. Despite referring to IPPS-A as our “tactical” HR system, it does not provide a realistic capability to quickly capture and account for populations as they move between locations, especially as the Command and Control (C2) of transient populations would require continual changes to Row Level Security (ROWSECCLASS) for IPPS-A users.

Now let's consider how we currently achieve PA in daily business. Do you have formations? Or maybe rely on text messages, phone calls, or active badging systems to track when you come into work? If you take a long lunch, is your status re-checked mid-afternoon? Do you sign out- and in- from authorized absences, since IPPS-A will automatically adjust your duty status based on approved absences? In other words, how accurate and how current do you think your garrison accountability data might be? Now add in a deployment, mobilization, or relocation between two duty stations, states, countries, or

theaters. This begs the question: do we need to improve theater accountability, or PA in general? And how do we capture casualty or emergency travel?

One System – One Solution

Taking lessons from the conceptualization, development, and implementation of IPPS-A, I believe we need to field a new, unified tactical accountability platform that can address theater and garrison accountability; include and track casualty and personnel flow, trigger pay impacting transactions and feed our “garrison” HR system. Let’s consider the scenario: a member of a personnel accountability team (PAT), located at a theater gateway, is trying to process about 50 personnel travelling by air across the theater.

First, the PAT relies on TPS and/or DTAS to scan each member’s Common Access Card (CAC). Then, a document (printed or emailed) tells the PAT where personnel should be going to. The PAT then directs the personnel to the appropriate area (a bus, or another flight line) for continued movement. This hybrid of digital and analog processes can take time and are subject to misreading information and misdirecting people.

Step 1: Consolidate TPS, DCIPs, and DTAS into a single, mobile platform. This platform would enable units, S/G-1s, PATs, Casualty Liaison Teams (CLTs), and the Theater Personnel Operations Center (TPOC) to work within a common environment for real-time PA for *all* transient populations.

Step 2: Provide a continuous, delayed, or deliberate synchronization capability that enables this platform to operate with or without connectivity, sending information to its parent network, as well as sending transactional information to IPPS-A, modifying duty statuses, locations, and triggering applicable changes to pay or entitlements once able.

Step 3: Desegregate PA “teams” as distinct roles (PAT, CLT, or even S/G-1) and instead define them as location-specific (e.g. “Unit”, “LSA” or even “Evac”). Since this unified platform

would be able to capture all pax types, any user could easily transition between personnel and casualty tracking, and a gateway could stand down/up without a need for different software or multi-platform training.

Step 4: Implement an enhanced CAC (eCAC) that allows rapid read/write of travel data, in essence converting this all-purpose identification into a literal boarding pass. As with current doctrine, the PAT/CLT locations would have limited capability to provide new eCACs for transient populations, or could create temporary identifications (for example, when a casualty is being evacuated and identity has not yet been verified).

Conclusion: Change Takes Time, But Time Costs Lives

While I acknowledge that this article is an “idea” that leaves a lot of analysis needed for feasibility both to cost and scale, I think it is important to remember that the time we spent trying to acquire, validate, correct, share, analyze, and report PA can leave commanders blind to their formations’ status, and can strand personnel in-route. In turn, these delays can cost lives both in delayed casualty evacuation and by prolonged congregation in staging areas susceptible to enemy attack. Ultimately, creating a more agile and interoperable PA platform would significantly enhance PA, both by making garrison accountability processes more analogous, simplifying a road-to-war training when transitioning from IPPS-A to DTAS/JPERSTATs/manifests and significantly simplifying/streamlining PA in theater.

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Force Structure and Readiness: Optimizing Personnel Allocations and Training to Enhance Mission Readiness

By CW2 Marygrace A. Espinoza

Introduction

The Army's personnel are its most critical asset. Force configuration—how Soldiers, leaders, and skills are distributed among several units—has a determining impact on the Army's ability to conduct and win the Nation's conflicts (Department of the Army, 2023). As the Army changes and develops to meet the challenges of Large-Scale Combat Operations (LSCO), commanders and Human Resources professionals alike must reconcile persistent imbalances in personnel distribution, skill incompatibilities, and training routes that blunt operational readiness. Consequently, personnel allocation optimization, training, and mission objective alignment are among the Army's most pressing human resources issues. Herein, we discuss the drivers of current weaknesses in force structure and readiness, suggest data-driven methods of improving allocations and training processes, and identify practical steps for implementation that will ensure that commanders are provided with the right Soldiers with the right skills at the right time and place.

The Challenge: Mismatched Allocations and Training Gaps

Current Army HR processes often struggle to align personnel allocations with unit requirements. While manning levels may appear adequate on paper, mismatches in skill distribution or grade fill create hidden readiness gaps. For instance, a brigade combat team may be staffed at 100 percent overall, yet still be short of senior NCOs, critical MOS specialties, or PME-completed warrant officers (U.S. Army Training and Doctrine Command [TRADOC], 2021).

These imbalances hinder mission execution despite apparent manning sufficiency. Additionally, training shortfalls compound the problem. Delays in Professional Military Education (PME) and shortages in MOS-specific schools prevent Soldiers from fully qualifying for their positions. A backlog of warrant officers awaiting the Warrant Officer Advanced Course (WOAC), for example, limits promotion eligibility and reduces the pool of technically proficient leaders available to support commanders. Similarly, mismatches in deploying units and available skillsets, such as cyber defense, linguistics, or medical specialties, create gaps that force units to rely on ad hoc solutions. These personnel allocation and training challenges degrade readiness in ways not always visible in raw manning percentages. Without more precise alignment, commanders face unnecessary friction that weakens mission execution.

Data-Driven Solution: Optimizing Allocations with Technology

To address these readiness gaps, the Army should adopt a data-driven, technology-enabled approach to managing its force structure. One foundational initiative is the creation of dynamic personnel allocation models that leverage predictive analysis through IPPS-A and ATAP systems to predict shortages at the MOS and unit level (Department of the Army, 2022). These models can simulate the effects of PCS cycles, deployments, and PME throughput, illuminating gaps months or years before they occur. Commanders and senior HR leaders could then request proactive cross-leveling, targeted recruiting, or early access to PME seats prior to

the degradation of projected gaps. A second crucial aspect is the creation of integrated training pipelines. Integrated training dashboards linking Soldier assignment with PME and MOS-specific school schedules would ensure that Soldiers are not only assigned to units but are also fully qualified. It would cut the time spent by commanders with Soldiers while waiting for training. It would connect qualification data with force structure models, such that leaders could see individuals who are mission-capable and not simply assigned. Lastly, the Army should evolve talent optimization platforms through the extension of initiatives from the Army Talent Management Task Force, which include skills and certifications, as well as PME completion, and should no longer rely on MOS and grade (Department of the Army, 2025). Soldiers with cyber certifications, language proficiency, or abilities from civilian acquisition could be highlighted with others who require capabilities and are beyond their customary MOS. It would tap into untapped talent through the force and fill readiness gaps without adding end strength.

Practical Implementation

Although these solutions are aggressive, they are feasible within the Army's current environment because they build upon existing modernization efforts, such as IPPS-A, ATAP, and the People First initiative (McConville, 2021). In the near term, over the next one to two years, the Army could expand unit-level HR dashboards in IPPS-A to show PME completion rates, MOS shortages, and grade imbalances (TRADOC, 2021). Training HR professionals with predictive allocation tools would enable them to forecast staffing and training shortages more effectively. Pilot programs could also link PME schedule data with assignment processes for specific career fields such as warrant officers, cyber soldiers, and medical professionals. In the mid-term, over the next three to five years, the PME and MOS qualification pipelines should be fully integrated with assignment systems, enabling soldiers to be assigned to

schools before taking on key roles. Army policy could also focus on PME throughput for units training before deployment or critical missions. Predictive tools would be refined with historical PCS and deployment data, becoming more advanced in forecasting. In the long term, beyond five years, AI-based talent management systems could match soldiers with positions using complete profiles that include MOS, grade, PME, certifications, and leadership potential. In the strategic domain, the Army could develop analytics that display a "readiness heat map" highlighting key force structure risks across the entire Army. Linking personnel readiness data with operational planning systems would allow commanders to view HR metrics alongside logistics and operational data, giving a comprehensive picture of unit readiness.

Benefits to Commanders and the Force

Implementation of these solutions would yield substantial value to commanders and the Army as a whole. Mission readiness would increase as units received Soldiers who were both present and fully qualified, decreasing the training gap or skill-mismatch-associated friction (Department of the Army, 2022). Maximizing talent utilization would permit Soldiers' other certifications and skills beyond their MOS to become acknowledged and utilized, ensuring no capability of the force goes to waste. Integration of training pipelines with assignments would eliminate PME backlogs that otherwise cause Soldiers to stagnate, be ineligible for promotion, or be underqualified for billets. Commanders could also benefit from greater decision support, as data-driven dashboard analytics would provide actionable insights into personnel risk and requirements, allowing leaders to request specific manning or training resources. Strategically, predictive allocation models would provide Army leaders with insight into future needs, enabling an active buildup of capabilities before demand increases. These effects, individually and collectively, would improve operational flexibility, ensure greater efficiency of limited resources, and

strengthen Total Army readiness.

Conclusion

Readiness and force structure are intimately related. Mission success is no guarantee with varying manning percentages; commanders require Soldiers to be on hand and ready. Traditional HR issues, such as allocations out of sync, PME backlogs, and training shortfalls, negate readiness with adequate total manning. With data-driven allocation solutions, integrated training systems, and talent optimization software applied through systems like IPPS-A and ATAP, the Army can ensure that the right Soldiers are in the right job at the right time. These are no sci-fi concepts, but real-world system improvers, and their intentional use will remove inefficiencies, root out and eliminate disguised readiness shortfalls, and enable commanders to focus on warfighting and not personnel shortfalls. Maximizing personnel allocations and training is no administrative nicety; they are a combat multiplier with a particular and crucial effect – whether the Army remains able and ready to fight and win the Nation's Wars.

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The two previous articles were provided by students attending the AG Warrant Officer Advanced Course from 18 Aug – 7 Oct 25. Writing assignment was to write an article for the 1775. Submissions were selected by cadre and AGS leadership for consideration by the 1775 editor.

Their course director was CW3 India Hall.

The AGCRA and 1775 are proud to be able to support the AG School in the promotion of professional military writing.

West Point Dedicates Research Office to Honor Legacy of Army Musician CW3 Jonathan Lee Crane

WEST POINT, N.Y. — The U.S. Military Academy at West Point has honored the life and legacy of Chief Warrant Officer Three (CW3) Jonathan Lee Crane by dedicating a research office in his name at the West Point Music Research Center (WPMRC), located in Egner Hall, the Band's primary headquarters.



Above, CW3 Jonathan Lee Crane, Photo from www.americansforthearts.org

Crane was a driving force behind the creation of the center. Before his unexpected passing in February 2024, he served as a founding researcher for the WPMRC from 2017 to 2021, advocating for research that supports the physical and mental health of Soldiers and veterans through music. Continuing Crane's legacy, the center explores how music and sound impact well-being, sharpens thinking, enhances tactical edge, and deepens historical insight. Prior to his passing, he served as Bandmaster and Commander of the 25th Infantry Division Band at Schofield Barracks in Hawaii. His military awards include the Meritorious Service Medal (1OLC), Army Commendation Medal (1OLC), Humanitarian Defense Medal, and Iraq Campaign Medal (1 Star).

Crane, who played music since he was ten, also graced the clarinet, tuba and baritone saxophone. He earned a Hartt School Artist Diploma in Composition from The Hartt School of Music at the University of Hartford, a master's degree in composition from Bowling Green State University and a bachelor's degree in music education from Lebanon Valley College.

Crane was a contributor to several published academic works, including "Aesthetic Judgments of Live and Recorded Music: Effects of Congru-

ence Between Musical Artist and Piece," a research project with Missouri S&T Center for Science, Technology and Society in Frontiers in Psychology, exploring how audiences respond to live and recorded music and military and non-military music. Additionally, his article "The Role of Music in Military Culture," is the foundational chapter of the book Music Therapy with Military and Veteran Populations. Crane discusses his own background as a military musician, including entertaining fellow Soldiers in Iraq, where he learned about the diversity of audiences and their responses to different types of music. The piece also explores the connection between music and the military, including how military music evolved from playing instruments to signal troops or relay orders to the ceremonial and celebratory role that is customary today, including its incorporation into the military health care system as therapy for Soldiers returning from combat.

Crane's Army career began in 2009 as an enlisted Soldier playing electric bass with the 25th ID rock band "Show of Force," which deployed with the division to Iraq in support of Operation New Dawn. Crane additionally served with the Signal Corps Band at Fort Gordon, Georgia. He graduated from Warrant Officer Candidate School in 2014, then serving as Band Commander for the United States Army Military Intelligence Corps Band until 2017, when his plans to teach at the Army School of Music in Virginia Beach diverted to West Point.

On 21 July 2025, Crane's enduring impact was fully commemorated with the dedication of the Chief Warrant Officer Three Jonathan Lee Crane Research Office, within Egner Hall. The space contains three workstations, a meeting table, and myriad posters for courses and studies, including, Music and Influence (SS493), a course built from Crane's research into music's

power to influence human behavior and emotion. Each critical area of research within the center can be tied to his foundational work.

The ceremony opened with Band vocalist Sergeant First Class Emily McAleesejergins singing the national anthem, followed by short introductory comments by Sergeant Major Brian Broelmann and Lieutenant Colonel Dae Kim, Band Commander and WPMRC Director. In attendance were several well-wishers, including Crane's wife Nicole, two children, and his mother, Stevie. The USMA Historian, fellow West Point Band members, and other staff and friends also attended the event.

Friends and colleagues reflected on Crane's indelible impact on the Academy, his passion for using music to help others, and even his peculiar love of Hawaiian shirts. The crux of the remembrance was provided by Sergeant Major Retired Denver Dill, co-founder of the WPMRC, whose comments brought notes of adoration, appreciation, and even a little humor resonating

affectionately with those that worked closest with Crane.

Dill's comments ultimately summarized the occasion in one line: "Jon touched many lives."

With that, Nicole and their children came to the front of the room to officially unveil the bronze plaque, located just outside the office, reading:

**Chief Warrant Officer Three
Jonathan Lee Crane
Research Office
In memory of his dedication to
music, learning, and research.**

Current and future generations of West Point Cadets, Soldiers, faculty members, and timeless others interested in uniting music and research will read these simple words as they enter the space in pursuit of their own research, honoring Crane's legacy.

Note: The article is courtesy of a News Release from the West Point Music Research Center. CW3 Lee passed away on 25 February 2024 and is buried at the West Point Cemetery.





"1775"



The Journal of the Adjutant General's Corps Regimental Association

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Fort Benjamin Harrison, Indiana

July 1988

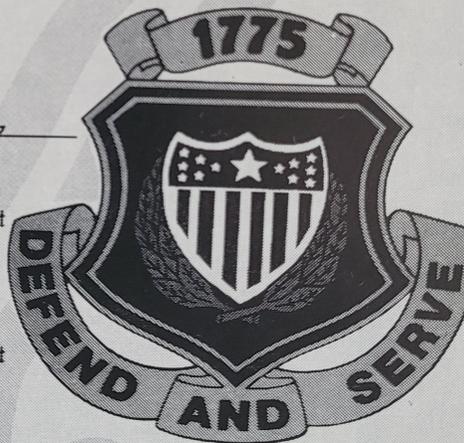
Regiment celebrates first anniversary

Adjutant General's Corps Regiment Certificate of Affiliation

To all who shall see these presents, Greetings:
be it known

Lieut. General Allen L. One

is an esteemed member of the Adjutant General's Corps Regiment with lineage, traditions, and honors commencing with the June 17, 1775 Continental Congress appointment of Horatio Gates as the first Adjutant General of the United States Army



Given under my hand at Fort Benjamin Harrison, Indiana Headquarters, Adjutant General's Corps Regiment this 13th day of June 1987

James G. [Signature]
Colonel, Adjutant General's Corps
Chief of the Corps

Certificate of Affiliation

This AG Regimental Certificate of Affiliation is being presented to all AG soldiers upon their graduation from AIT and OBC. The certificate is being mailed to all the AGs in the field upon their joining the AG Regimental Association. The certificate shows the full color AG Regimental Crest, MG Horatio Gates, America's first Adjutant General, and the American Flag first flown at Horatio Gates' great victory at the Battle of Saratoga on October 17, 1777.

From the Archives, page 1 of the 1st edition of 1775, the Journal of the Adjutant General's Corps Regimental Association, celebrating the first anniversary of the Regiment. Depicted on the cover was the Certificate of Affiliation given to all members of the Adjutant General's Corps Regiment.

Adjutant General Regimental Activation

By COL Frank C. Foster, Jr.



On June 17, 1987, the 212th Anniversary of the Adjutant General's Corps, the Adjutant General's Corps Regiment was activated at the home of the Corps, Fort Benjamin Harrison. This special occasion united key members of the Corps from around the world to celebrate the Regiment as a focal point of pride and energy.

The festivities started early June 16 with a 12-event Regimental Athletic day. Lieutenant Colonel Arthur Dupay led a team from Fort Jackson, South Carolina to capture gold honors. Over 870 Regimental Crest medals were awarded for individual excellence. The entire athletic day was managed by Master Sergeant Dewey Williams and noncommissioned officers of the Adjutant General's Corps. Competition was keen and enthusiasm high as hundreds of participating Adjutant General Soldiers agreed to continue the event as an annual competition. Soldiers participated in swimming, softball, horseshoes, litter carry, combat push ball, sprint relays and 5k and 10k races.

The Club Management School, under Major George "Pete" Martin, hosted a "Reunion Buffet" for all officers and noncommissioned officers. Music, an ice carving and a buffet capped by a sailboat full of shrimp were all part of the festivities. Brigadier General Ronald Brooks unveiled a plaque dedicating the Regimental Mess for both the Officer and the Noncommissioned Officer Clubs at Fort Harrison.

Activation day began early with Regimental Workshops organized by Major Gary Williams meeting to concentrate on key issues facing the Corps now and in the future. Lieutenant Colo-

nel Mike Shane chaired a workshop on officer issues with the help of Major General (Retired) Verne Bowers. Lieutenant Colonel Don Traub led a workshop on enlisted issues; he was assisted by Brigadier General Brooks. The third workshop concentrating on Adjutant General Corps issues was overseen by Major General William O'Lecky and guided by Major Dennis Marcel.

After a quick lunch, the crowds gathered for dedication of the Adjutant General School Entrance at the south end of Gates-Lord Hall. The guest speaker, Brigadier General "Lex" Dilworth, The Adjutant General, presented a beautiful three panel plaque to the Noncommissioned Officers of the Adjutant General Corps. The

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ORGANIZATIONAL ACTIONS OF UNITS TO FORM THE 11TH FIELD ARTILLERY REGIMENT UNDER THE U.S. ARMY REGIMENTAL SYSTEM (USARS).....		II
<p>I—ESTABLISHMENT OF THE ADJUTANT GENERAL'S CORPS UNDER THE US ARMY REGIMENTAL SYSTEM (USARS). The Adjutant General's Corps is placed under the US Army Regimental System effective 17 June 1987. The home of the Adjutant General's Corps is ESTABLISHED at Fort Benjamin Harrison, Indiana.</p> <p>II—ORGANIZATIONAL ACTIONS OF UNITS TO FORM THE 11TH FIELD ARTILLERY REGIMENT UNDER THE U.S. ARMY REGIMENTAL SYSTEM (USARS). Section I, Department of the Army General Orders No. 36 is AMENDED to delete paragraph 4 in its entirety and the following substituted thereafter:</p> <p>"4. The 5th Bn, 11th Field Artillery, UIC: WC17AA will be ACTIVATED and ASSIGNED to the 6th Infantry Division at Fort Wainwright, AK under MTOE 6-125JFC06, FC1587 with the following strengths: STSTR: 22 OFF, 4 WO, 195 ENL, 221 AGG-AUSTR: 22 OFF, 4 WO, 195 ENL, 221 AGG, effective 17 October 1986."</p> <p>(DAMH-HSD-U)</p> <p>By Order of the Secretary of the Army:</p> <p style="text-align: right;">JOHN A. WICKHAM, JR. General, United States Army Chief of Staff</p> <p>Official: R. L. DILWORTH Brigadier General, United States Army The Adjutant General</p> <p>DISTRIBUTION: Active Army, ARNG, USAR: To be distributed in accordance with DA Form 12-4 requirements for Department of the Army General Orders.</p>		

Army General Order 1987-16 officially established the Adjutant General's Corps under the US Army Regimental System effective 17 June 1987.

plaque which shows the forging of the enlisted Adjutant General insignia will become the centerpiece of the new Adjutant General "NCO" Hall of Professional Development. Once Brigadier General Dilworth and Colonel Frank C. Foster, Jr. cut the ribbon, visitors entered the beautifully paneled hall. Two glass cases showed historical Adjutant General displays. The first display depicted Major General Horatio Gates, the first Adjutant General and "Hero of Saratoga." The second display was dedicated to Brigadier General Archibald Campbell, "Warrior Adjutant General" and Assistant The Adjutant General.

A special circular case presented the new Regimental Order of Horatio Gates in both gold and bronze editions. The main wall greeting visitors displays pictures of all The Adjutants General since 1775. This exhibit was donated by Brigadier General Dilworth from his former Adjutant General office in the Pentagon. The entrance way was built by Staff Sergeant Michael Bigos and supervised by Regimental Sergeant Major Eddie Bass. The displays were designed by Captain David Niekerk.

The official activation ceremony was held on the parade ground following the dedication. British Army Major Robert Dibley acted as narrator, reflecting the fact that Horatio Gates was a British Major before his appointment as our first Adjutant General.

The officers and noncommissioned officers

of the Corps stood proud behind the colors of the units that comprise the Adjutant General's Corps. The Commander of Troops was Colonel Mary C. Willis, Commander of the Troop Brigade. The ceremony featured the unveiling of the Adjutant General's Corps Regimental Flag which depicts the American Eagle on a blue background with the words "Adjutant General's Corps" on a scroll underneath. The Regimental Motto "Defend and Serve" is on a scroll held in the beak of the eagle. Major General William G. O'Lecky, Director of Military Personnel Management, Office of the Deputy Chief of Staff for Personnel, was given the honor of officially activating the Adjutant General's Corps (Regiment).



Pictured at left, officers and noncommissioned officers of the Corps behind the colors of the units that comprised the Adjutant General's Corps during the activation ceremony. Above, the Adjutant General's Corps Regimental Flag is unveiled for the first time. Photos by Shirley Startzman, and reprinted from Soldier Support Advocate, Professional Bulletin 15-7-87, July – September 1987

The ceremony was attended by representatives and colors from the following units:

1. Chicago MEPS
2. Detroit MEPS
3. 14th AG Battalion, Fort Jackson, SC
4. 369th AG Battalion, Fort Jackson, SC
5. 30th AG Battalion, Fort Benning, GA
6. 42nd AG Battalion, Fort Dix, NJ
7. 43rd AG Battalion, Fort Wood, MO
8. 46th AG Battalion, Fort Knox, KY
9. 67th AG Battalion, Fort Bliss, TX
10. 95th AG Battalion, Fort Sill, OK
11. 120th AG Battalion, Fort Jackson, SC
12. 21st Replacement Battalion, Frankfurt, FRG
13. 1st Personnel and Administration Battalion, Fort Hood, TX
14. 18th Personnel and Administration Battalion, Fort Bragg, NC
15. 22nd Personnel and Administration Battalion, Frankfurt, FRG
16. 38th Personnel and Administration Battalion, Stuttgart, FRG
17. 90th Personnel and Administration Battalion, Kaiserslautern, FRG
18. 100th Reception Battalion, Louisville, KY
19. 326th Personnel and Administration Battalion, Indianapolis, IN
20. 335th Personnel and Administration Battalion, Butler, PA
21. 347th Replacement Battalion, Marion IL
22. 387th Personnel and Administration Battalion, Wichita, KS

Part of the activation ceremony included investiture of three Honorary Members of the Regiment and their award of the Order of Horatio Gates in gold. Major General (Retired) Verne L. Bowers was invested as the Honorary Colonel of the Regiment, Chief Warrant Officer (Retired) Donald E. Hess as Honorary Warrant Officer of the Regiment, and Sergeant Major (Retired) Donald P. Daly as Honorary Sergeant Major of the Regiment.

The “Grand Finale” was the Adjutant Gen-

eral's Corps Regimental Ball held that evening, under the planning of Lieutenant Colonel “Dick” Cregar. Most significant was the award of the Order of Horatio Gates which was bestowed upon the many distinguished officers and noncommissioned officers that have made a significant contribution to the good of the Corps. Other key events of the evening included a musical tribute to the Regiment written and sung by Major Curtis B. Taylor, with assistance by Majors Robert J. Malkemes and Keith H. Wilson of the Adjutant General's School Advanced Officer Training Division. The “Salute to the Corps” was written and choreographed by the Team Leaders/Members of that division.

The evening concluded with the Grand Tattoo. The ceremonial Tattoo was commanded by Lieutenant Colonel Joseph Greenlee with music provided by the 74th Army Band, who also introduced the Adjutant General's Corps Regimental March. The Regimental March was written by Captain William A. Foss.

**THE ADJUTANT GENERAL'S CORPS
REGIMENTAL MARCH**

PIANO/VOCAL

MUSIC BY WILLIAM A. FOSS
LYRICS BY FRANK C. FOSTER, JR.

4th Eb (2x) 4th Eb

WHEN CON-GRESS CALLED FOR
MARCH TO SERVE WITH

AB Bb7 Fm7 Bb7

ARMS IN SEV'N-TY FIVE. THE A G WAS THE
DU-TY AS OUR GOAL FOR DU-TY IS A

EB (1x) EB

(2+x)

FIRST BY WASHINGTON'S SIDE WE'VE OR-GAN-IZED AND RE-
NO-BLE WORD AND ROLE. THE SHIELD WE WEAR AND RE-

AB G#dim7 Eb

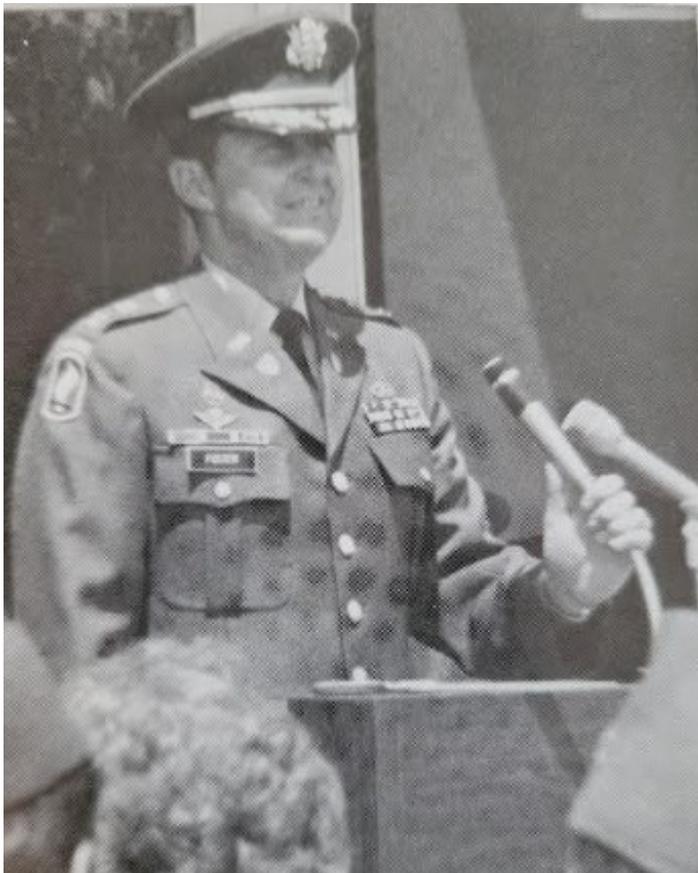
CHAR-TERED OUT THE COURSE WE SERVE THROUGH-OUT OUR
FLECTS OUR PAST AND PRIDE DE-FEND AND SERVE IT

1. Bb7 AB Bb7 2. Bb7 Eb

AR-MY'S MIGH-TY FORCE. WE IS OUR BA-TTLE CRY!

The entire affair was an outstanding display of friendship and dedication to the Corps from the Athletic Day to the meeting of the Council of Colonels on June 18. The events were a fitting display of AG pride and energy which will refo- cus through the Regimental Esprit de Corps and service to commanders and Soldiers.

Note: This article is reprinted from Soldier Support Advocate, Professional Bulletin 15-7-87, July – Sep- tember 1987. Colonel Frank C. Foster, Jr., pictured below, was the Commandant of the Adjutant General School and Chief of the Corps at the time this article was rewritten.



Pictured above, COL Frank C. Foster, Jr., Commandant of the Adjutant General School and Chief of the Corps at the time of the activation ceremony. Photo by Shriley Startzman and reprinted from Soldier Support Advocate. Previous page, bottom right, the Piano/Vocal Score for The Adjutant General's Corps Regimental March, with words by COL Frank C. Foster, Jr, and music by CPT Wil- liam A. Foss. Foss also composed separate musical scores for most instruments typically found in a military band including flutes, clarinets, saxophones, trumpets, trombones, tubas and drums. The words for the two verses are printed at right.

WHEN CONGRESS CALLED FOR ARMS IN SEVENTY FIVE,
THE AG WAS THE FIRST BY WASHINTON'S SIDE.
WE'VE ORGANIZED AND CHARTED OUT THE COURSE WE SERVE
THROUGHOUT OUR ARMY'S MIGHTY FORCE.
WE MARCH TO SERVE WITH DUTY AS OUR GOAL.
FOR DUTY IS A NOBLE WORD AND ROLE.
THE SHIED WE WEAR REFLECTS OUR PAST AND PRIDE.
DEFEND AND SERVE, IT IS OUR BATTLE CRY!

Know Your Adjutant General's Corps Hall of Fame: Class of 2014

*Assembled by Col (Ret) Steve Shappell from HOF biographies and input from HOF members.
This is the fifth in a series of articles in which we highlight members of past HOF classes.*

BG (Ret) E. Eric (Rick) Porter was born in Columbus, Georgia and raised in Columbia, South Carolina. He graduated from Presbyterian College where he was commissioned into the Adjutant General's Corps.

His first assignment was to Germany, serving in the Regional Personnel Center, 8th Infantry Division (Pathfinders). As a Captain he served as the Adjutant General for U.S. Forces, Operation Urgent Fury, Grenada, XVIII Airborne Corps and Fort Bragg, N.C; the Commander of the 82d Adjutant General Company; and the Adjutant General Corps' Lieutenant and Captain Assignment Officer at U.S. Army Personnel Command in Washington, D.C.

Rick returned to Fort Bragg, where he was promoted to Major, and served as Adjutant and Commander of the Personnel Services Troop, Delta Force. As a Lieutenant Colonel, he moved to Fort Lewis as Deputy Adjutant General of 1st Personnel Group, 1st Corps. He returned to Fort Bragg as the G-1 for the 82d Airborne Division, followed by Command of 18th Personnel Services Battalion, XVIII Airborne Corps. He was selected to serve at MacDill Air Force Base as the Secretary of the Joint Staff , U.S. Special Operations Command.

As a Colonel, he commanded 8th Personnel Command in Korea, followed by an assignment as the Executive Officer to the Army G-1 in D.C. He then served as the Director of the Chief of Staff Army Coordination Group, and finished his time as a Colonel as the Special Assistant to the Commanding General of the Combined Forces Land Component Command where he participated in OIF and OEF.



Upon promotion to Brigadier General he served as the 62d Adjutant General of the Army, Commander of the Physical Disability Agency, and Director Military Postal Service Agency in Washington D.C. He also served as the Deputy Chief of Staff, G-1, U.S. Army Forces Command in Fort McPherson, GA. He retired as a Brigadier General in 2011.

Rick was appointed as a member of the Senior Executive Service (SES) Corps and served as the Deputy G-1, U.S. Army Forces Command (FORSCOM), Fort Bragg, NC until 12 June 2016 when he was promoted to SES II and selected as the FORSCOM G-1.

His awards and decorations include the Distinguished Service Medal with Oak Leaf Cluster, the Superior Civilian Service Medal, the Legion of Merit with Oak Leaf Cluster, the Defense Meritorious Service Medal with Oak Leaf Cluster, the Meritorious Service Medal with four Oak Leaf Clusters, the Joint Service Commendation Medal with Oak Leaf Cluster, and the Master Parachutist Badge.

He is a graduate of the U.S. Army Command and General Staff College and the Naval War College with a Masters Degree in National Security and Strategic Studies.

Rick served several years on the Board Directors for both AAFES and the Army's Emergency Relief.

He was inducted into the Presbyterian College ROTC Hall of Fame in 2009, the U.S. Army Adjutant General's Corps Hall of Fame in 2014, and the 82nd Airborne Division Hall of Fame in 2020.

COL (Ret) Jon E. Finke commanded the 15th Personnel Service Battalion, 3rd Personnel Group at Fort Hood, Texas from 1997 to 1999, and as the Assistant Chief of Staff, G-1 for the 1st Cavalry Division (also at Fort Hood). At the time, it was customary that AG Lieutenant Colonels would first be centrally selected to command battalions before being selected to serve as a division G-1, though that is no longer the practice.

As a Colonel, he served as the Director of Enlisted Personnel Management at the U.S. Army Human Resources Command, where he was directly responsible for maintaining the readiness of the U.S. Army through the complete lifecycle management of nearly 450,000 Enlisted Soldiers in the Active force. He spearheaded all Enlisted management actions with the Army G-1, Army Commands, and Basic Branch PropONENTS to improve the health and professional development of the Enlisted force. COL (Ret) Finke served as the Adjutant General for Forces



Command, consisting of over 725,000 Active and Reserve Component Soldiers. He was directly responsible for personnel core functions, including Enlisted and Officer strength management, Active and Reserve readiness management, casualty operations, personnel operations, personnel policy, and the Power Projection Enhancement Team. Retiring from military service in 2010, COL (Ret) Finke worked as the Chief of the Reserve Appointments and Active Guard and Reserve Accessions Branch, where he was the principal civilian advisor for the Army's Reserve Appointments and Active Guard and Reserve Accession Programs, including the Officer Candidate Program and recall programs worldwide for commissioned Officers and Warrant Officers.

Beginning in November 2012, he served as the Chief of the Operations Management Division, working under the Director of Enlisted Personnel Management, Human Resources Command, responsible for supporting the Army's Enlisted Personnel Management Systems, later in the Military Personnel and Readiness Directorate. In that capacity in that division we provided both internal and external HR support for the Directorate and the Active Army Soldiers.

Internally supporting the Directorate included

providing all of the military and civilian employee HR support as well as the fiscal, logistics, and operations and training support for the directorate, which encompassed nearly 1100 combined military and civilian employees.

The external focus was on assignment policy oversight as well as the active component assignment assistance with IPPS-A implementation. Additionally, the Special Actions Branch provided oversight and assignment support for compassionate reassignments for Soldiers and their families, EFMP checks with MEDCOM and IMCOM for Soldier and Family assignment validation, as well as supporting numerous other unique assignment actions in support of Soldiers that required special assignments for threat to life situations, Soldiers that required moving as a result of being sexual assault victims, Continuation on Active Duty (COAD) Soldiers and numerous categories of Soldiers that had to move for non-routine assignment actions. Finally, that branch encompassed a Personnel Security Section that monitored the security clearance of active component Soldiers to ensure that they were cleared for select nominative assignments such as Drill Sergeant and Recruiters as well as cadre for USMA and ROTC assignments along with senior promotion actions.

COL (Ret) Finke recently retired from my civil service career on 31 December 2025 after 15 ½ years of civil service. He remains in Elizabethtown, Kentucky with his family.

COL (Ret) Wayne H. Morris was awarded our nation's second-highest award for valor, the Distinguished Service Cross, while commanding a rifle platoon as a First Lieutenant in combat in Vietnam.

After commanding an AG Company and a Military Entrance Processing Station, he served as the Chief of Headquarters Department of the Army Awards and Decorations Policy Section. Here, COL (Ret) Morris came across several unjustly disapproved awards. He was sin-

gularly instrumental in ensuring these awards were processed accordingly. During his assignment as an action officer in the Officer Policy Division, Department of the Army G1, COL (Ret) Morris was responsible for Army policy development in officer education and training, the Army proponent system, the Army Education Requirements Board, and officer professional development. COL (Ret) Morris developed a more accurate officer forecast and saved considerable officer resources. COL (Ret) Morris completed, briefed, and staffed the first Army proponent system regulation for approval, which has left lasting contributions to the Army Personnel sys-



COL (Ret) Samuel B. Retherford served in many critical positions, including Commander, Personnel Services Company; Battalion Commander, 4th Personnel Services Battalion; 1st Infantry Division G1; and as Commander, 1st PERSCOM. He was responsible for establishing the one-stop reception center at Fort Carson,



CO, executing the personnel management effort during the 4th Infantry Division move from Fort Carson to Fort Hood, TX, and supported the 1st Infantry Division's deployment to Bosnia.

During his service in Europe, COL (Ret) Retherford created protocols and training to protect Soldiers and Civilians during the first anthrax scares in Germany following 9/11. He also fielded the Common Access Card system throughout Europe, and his unit served as the testbed for the Army's transition from SIDPERS-3 to eMILPO.

After retiring from active duty in 2004, COL (Ret) Retherford was appointed to the Senior Executive Service, where he has served in many significant human resources positions, including Deputy Assistant Secretary of the Army (Military Personnel), Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs); DoD Director, Officer and Enlisted Personnel Management, Office of the Under Secretary of Defense (Personnel and Readiness) and as Principal Deputy Assistant Secretary for Human Resources and Administration, Department of Veteran's Affairs.

CW5 (Ret) Scott B. Hagar has made positive, lasting, and significant contributions throughout his 31 years of dedicated service to the Adjutant General's Corps, serving as an Enlisted Soldier and Warrant Officer. In May 2004, he was selected as the Assistant Executive Officer for the Commanding General of Forces Command (FORSCOM). During his tenure with Forces Command, CW5 (Ret) Hagar became the subject matter expert on aviation flight planning and coordination. The FORSCOM CG specifically deployed CW5 (Ret) Hagar to assist with the transition of the first American International Security Assistance Force (ISAF) in Afghanistan. As Chief Warrant Officer of the AG Corps from 2009 to 2011, CW5 (Ret) Hagar met all accession goals while growing the Human Resources Warrant Officer population to meet in-



creasing Army demands and requirements. He vastly improved the quality of applicants and continued to target Warrant Officer recruiting efforts toward the top three percent of the AG NCO Corps. He worked with Human Resources Command to increase the percentage of Warrant Officers who have deployed to above

92%. CW5 (Ret) Hagar traveled extensively throughout the Army's formations and installations visiting active and reserve component units. During these visits, he provided valuable professional development sessions and gathered essential feedback to enhance and improve the AG Warrant Officer Corps.



CW5 (Ret) Charles T. Wigglesworth's illustrious Army career covered four decades, from the Vietnam War era to the Global War on Terror.

CW5 (Ret) Wigglesworth started his career by enlisting in the Adjutant General's Corps. His first assignment as an AG Warrant Officer was as the Chief, Records Division in Karlsruhe, Germany. In a later assignment, the Fort Rucker AG placed him in charge of several Divisions in the AG Directorate because of his known ability to quickly achieve results and his well-documented deep level of expertise in Army HR.

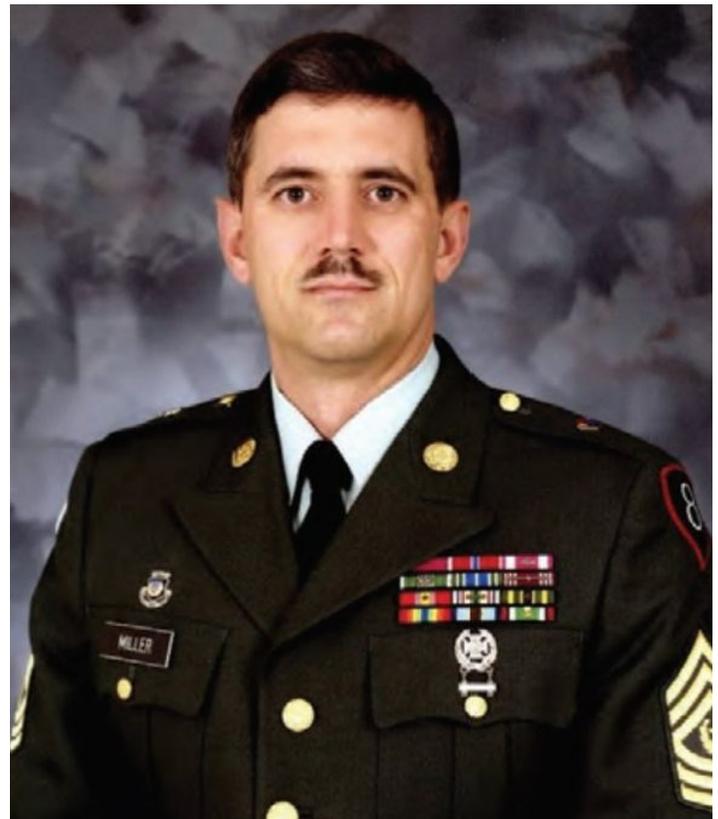
CW5 (Ret) Wigglesworth's outstanding rec-

ord of performance and achievement was also reflected by his selection for promotion to CW4 from below the zone, an achievement that very few AG Warrant Officers can claim.

Following his promotion to CW5 in 2003, he was selected to serve as the first Chief Warrant Officer of the Adjutant General's Corps. In 2005, CW5 (Ret) Wigglesworth was then selected to serve as the Deputy Commandant of the Warrant Officer Career College (WOCC) in Fort Rucker, AL; this is significant because this position goes to one of the most deeply respected Warrant Officers in the entire Warrant Officer Corps.

CSM (Ret) Keith R. Miller's career spans the full range of the Army and Adjutant General's Corps units and positions.

Starting as a Company Clerk, he rapidly advanced through the ranks to the highest enlisted AG leadership position as the Command Sergeant Major of the U.S. Army's Total Personnel Command (PERSCOM). Every one of CSM (Ret) Miller's promotions, from E-2 to E-9, was an accelerated promotion (below the zone), en-



abling him to become one of the youngest Sergeants Major in the Army, achieving this rank before his 18th year of service.

CSM (Ret) Miller was a key leader in the organization and activation of the newly formed 3rd Personnel Group. As its first CSM, he was responsible for organizing and integrating units from the Active, National Guard, and USAR Components, conducting requisite training for all elements, and deploying over 1,000 Soldiers to the combat zone in support of Operations Desert Shield and Desert Storm. CSM (Ret) Miller combined his personal skills with his exceptional technical, tactical, and organizational competence to design and provide essential go-to-war training in a very compressed time window. He achieved the highest standards because of his comprehensive understanding of personnel doctrine, personnel and administrative tasks and functions, and policies and procedures. This critical training resulted in extremely effective wartime PSS for units deployed to over 100,000 square miles of Saudi Arabia and Kuwait.

During his wartime duty performance, BG Thomas Sikora, the ARCENT PERSCOM Commander, described CSM (Ret) Miller as an out-

standing leader and an ideal role model with extraordinary technical competence.

After his military retirement, CSM Miller served as Executive Vice President of a company that has supported the active duty, retired, and reserve military communities and their families for years. He provided survivor assistance to our Fallen Warriors' families, retirement assistance and counseling to transitioning military members, and strategic consulting services through numerous government contracts across the spectrum of all the military services. He retired (again) from that civilian role after 21 years with the company. He and his wife and then began taking advantage of their new free time to travel, both overseas and within the states, and to visit and spend time with their children and grandchildren. They are very much enjoying their quiet retirement and continue to look forward to new adventures.

CSM Miller states that he cherishes the time and memories of his military service and most importantly the friends he made over those many years. But, he concludes, the last 10 years have been intentionally quiet years for he and his wife, interrupted occasionally with golf outings with "old" Army friends.

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AGCRA Award Recipients

Awards listed here are those approved from
1 September through 31 December 2025.



Horatio Gates Gold Lifetime



COL (Ret.) Jon E. Finke

Horatio Gates Gold



COL Joseph E. Messina
COL Alicia L. Pruitt
CW4(R) Rafael A. Santos
CW3 Dante Steel
CW2 Jose Vonderric A. Blas
CSM Kisha M. Vaught
SGM Jamila L. Allen
SGM Paul J. Smith

Horatio Gates Bronze



LTC Shaalim H. David
LTC Adam R. Eskierka
CPT Timothy S. Daley

CPT James Knott
CW5 Danyel Thompson
CW3 Monette J. Madayag
CW2 Angela Barthelemy
CW2 Tiffanie Daniel
CSM(R) Jaime K. Price
SGM Shauna E. Addison
SGM Yvonne Young
MSG Myeshla Boston
MSG Cherly Jasmin-Bellamy
MSG Matthew Kindle
SFC Jovan Maires
MSG Darnel E. Muniz
MSG Selina Y. Robinson
SFC Erica Dishman
SFC James Porterfield
SFC Eric O. Rivera
SFC Michael Wilder
Mr. David Askew

Horatio Gates Honorary



MG Michelle K. Donahue
COL John W. Copeland
LTC Ryan P. Martin
CSM(R) Sam Blanks
CSM James Hughbanks
CSM JoAnn Naumann
SFC Timothy A. Koser
SFC Chadwick D. Smith

Teri Maude—Debra Strickland Spouse Medal



Mrs. Cara Jill Smith

COL Robert L. Manning Achievement Medal



COL Rebekah S. Lust
COL Bruce Pulver
LTC Dustin J. Cebula
LTC Melissa Hoaglin
LTC Heather Jantsch
LTC Sambriddhi Winkler
MAJ Olumide Akanni
MAJ Dedrick Edwards
MAJ Ariel Hall
MAJ J. Ryan Henry
MAJ Jenny Nocella
MAJ Ryan Tutton
MAJ Abbie A. Rebosky
CPT Angela Beasley
CPT Michael A. Berryhill
CPT Gerson Blaise
CPT Leanna Buford
CPT Franchesdka Cebollero
CPT Giovanna Cruz
CPT Jeffrey K. Gibson
CPT Monique S. Gillis
CPT Joshua D. Gonzalez
CPT Ashley Hartman
CPT Eli Hollingsworth
CPT Jamie Maple
CPT Tyler S. Miranda

CPT Wahina Montero
CPT Delonte Monk
CPT Amari Morton
CPT Kaylea Phoenix
CPT Ismael Quintero
CPT Danny Sheffey
CPT Elijah Smith
CPT Steven Stanley
CPL Alyn Stanton
CPT Mary Thompson
CPT Taylor Vadic
CPT Chanekqua I. Watson
1LT Amanda D. DiClerico
1LT Tepeyollotl Garcia
1LT Joseph-Smith, Taitia T.
1LT Ariana Keshishian
1LT Herman Nelson
1LT Joshua Nelson
1LT Reynaldo Rodriguez
1LT Amanda Smart
2LT Tiana Reese
CW5 Jaira Sanchez
CW5 Neal Vaught
CW4 Abra N. Cloyd
CW3 Rebecca Deen
CW3 Kevin J. McCaskill
CW3 Michelle Mejia
CW3 Luisa A. Walker
CW2 Andre L. Artis
CW2 Heather Hernandez
CW2 Giuli Maddalena Iommazzo
CW2 Lizzette Reyes
CW2 Juan Medina
CW2 Kelly Mitchell
CW2 Jose A. Reyes-Aviles
CW2 Dafeney Williams
CW2 Tia T. Williams
WO1 Kiante Long
CSM Dale T. Alexander
CSM Heather Lousie Blakeman
CSM Marlisa Woods
SGM Alex Casaretto
SGM Luis M. Cepeda
1SG Shawn Cupp
1SG Robert K. Funderburck
1SG Kenneth Olsen
MSG MSG India Y. Anderson
MSG Johnathan M. Brewer
MSG Nivia Butler
MSG Ren Dowden
MSG William Eichenberger
MSG Shawn C. Evans
MSG Lance J. Joramo
MSG Jazmin A. Paiz

COL Robert L. Manning Achievement Medal

(continued)



MSG Chynna Palek
 MSG Kyler J. Rains
 MSG Richard Ramos
 MSG Michael Santiago
 MSG Thomas P. Seibert
 MSG Ernesto Tamarro
 MSG Robert Tapia
 MSG Michelle Vereen
 SFC Karlene Adkins
 SFC Karen J. Adrada
 SFC Dominique Breon Perkins
 SFC Angela L. Byrd
 SFC Ariane R. Cavin
 SFC Tafari Carter
 SFC Tianeka Croker
 SFC Joseph Garcia
 SFC Pablo Garcia
 SFC Matthew Hesteness
 SFC(R) Jason Easom
 SFC Joanne M. Kent
 SFC William Kress
 SFC Jamaica Lago
 SFC Robert McGuire
 SFC Justin McWaters
 SFC Vanesha E. Misher
 SFC John C. Moore
 SFC Michael F. Parker
 SFC Angelina Perry
 SFC Stephen J. Poncejustiniano
 SFC Christopher D. Richard
 SFC Luis Ruano
 SFC Duy Tran
 SFC Kristina I. Santos
 SFC Latoya Scott
 SFC Anthony D. Seiben
 SFC Sara Sierra
 SFC Mitchel Smith
 SFC Nora N. Webber
 SFC Jonathan R. Westerberg

SFC David J. Woisman
 SSG Gerald Brooks
 SSG Nairobi Elizabeth Cruz
 SSG Bryan Marquez Santiago
 SSG Lorenzo F. Maynes
 SSG Anthony Medehue
 SSG Samantha Messerschmidt
 SSG Christopher M. Hill
 SSG Alex Lee
 SSG Jacynthia Lewis
 SSG Christopher Stewart
 SSG David L. Paynter
 SSG Kathy Peñaflor
 SSG Tara Rattanavongsa
 SSG Sauiluma Talimalie
 SSG Dymond Young
 SGT Broderick Balderas
 SGT Gloria S. Balin-Fuentes
 SGT Liberty Barnett
 SGT Quadarious V. Black
 SGT Kaylon Brown
 SGT Gabrielle Byrd
 SGT Woodterry Zomme
 SGT Yaa Cunningham
 SGT SGT Alondra Ibarra
 SGT Anna Simret Ladd
 SGT SGT Rosedapheca Medes
 SGT Roman Morales
 SGT London C. Powell
 SGT Kamal Pudasaini
 SGT Damaris Vasquez
 SGT Daeton Vier
 SGT Calvin S. Wiggam
 SPC Troy Hennigan
 SPC Yamilette Lopez
 Mr. Mr. Christopher Layman
 Mr. Mr. Michael Siaea
 Mrs. Adrian Evans-Quickley
 Mrs. Sharlene C. Hayes
 Mrs. Kelly McDonell



AGCRA Partnerships



Endnotes

REVIEW OF NOTEWORTHY BOOKS

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. Submit book reviews to the editor at magazine@agcra.com.

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