

1775

CONTINUING THE JOURNEY



July—August 2026



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The Adjutant General's Corps Regiment

Honorary Colonel, Warrant Officer and Sergeant Major



**HONORARY COLONEL OF THE REGIMENT
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From the Editor



Welcome to the 7th digital only edition of 1775. For this July—August 2026 edition we again 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. As more members of our Association take the time to write for 1775, your professional journal will continue to improve – and we will collectively make 1775 the professional journal for Army Human Resources.

Shields Up! Defend and Serve! Steve Shappell, Editor, 1775

Growing Stronger Together: A Year of Excellence, Growth, and Opportunity

By Dr. (SGM, Ret) Mark A. Clark Jr.

President & CEO, AGCRA National Executive Council



As we reflect on another remarkable year for the Adjutant General's Corps Regimental Association (AGCRA), one thing is abundantly

clear—our Association continues to grow stronger because of the dedication, professionalism, and unwavering commitment of our members. Together, we have expanded opportunities, strengthened our chapters, enhanced member benefits, and continued investing in the future of the Adjutant General's Corps.

A Year of Unprecedented Growth

This past year has been one of the most successful in AGCRA's recent history. Thanks to the commitment of our chapter leaders, volunteers, and members across the Total Army, our Association has experienced tremendous growth and momentum.

Since June 2025, AGCRA membership has grown from approximately 4,000 members to more than 4,800 members, representing one of the largest membership increases in our Association's history.

Equally impressive has been the growth of

our Lifetime Membership Program, which has expanded from approximately 450 Lifetime Members to more than 900 Lifetime Members in just one year. This extraordinary increase reflects the confidence our members have in AGCRA and their long-term commitment to supporting the Adjutant General's Corps.

This growth has enabled AGCRA to provide enhanced member benefits, expand educational opportunities, strengthen chapter support, and invest more resources into programs that directly benefit our Soldiers, Veterans, Civilians, and Families.

A Memorable 2026 AG National Ball

The 2026 Adjutant General Corps National Ball was an overwhelming success, bringing together Soldiers, veterans, civilians, families, corporate partners, and friends of the AG Corps to celebrate our proud heritage and the professionals who make our Corps exceptional.

This year's Ball showcased the very best of our Regiment and reminded us that our greatest strength has always been our people.

On behalf of the National Executive Council, I extend my sincere appreciation to the Adjutant General School, the AGCRA Carolina Chapter, and every member of the AGCRA National Executive Council whose countless hours of planning and execution made this event truly unforgettable.

We also extend our deepest gratitude to our generous corporate sponsors whose continued

partnership allows AGCRA to expand programs and opportunities for our members:

- Columbia Southern University
- Bank of America
- Booz Allen Hamilton
- HRCI

Your investment in our Soldiers, leaders, and families continues to make a lasting impact across the Regiment.

Looking Ahead: The Third Annual AG Reunion

While the National Ball is behind us, another exciting opportunity to reconnect with the AG Family is just around the corner.

Join us September 11–13, 2026, in Louisville, Kentucky, for the Third Annual AG Reunion, proudly hosted by the Gold Vault Chapter.

This year's reunion promises outstanding professional networking, family-friendly activities, fellowship, and a unique Kentucky Derby-themed experience celebrating the camaraderie that makes our Corps unlike any other.

Whether you are Active Duty, National Guard, Army Reserve, retired, civilian, or family member, there will be something for everyone. We look forward to seeing the AG Family reunite once again in the Commonwealth of Kentucky.

Investing in Our Future Through Education

One of AGCRA's greatest priorities continues to be investing in the next generation of AG leaders through educational opportunities.

For sixteen years, the AGCRA Scholarship Program has supported outstanding members and family members pursuing higher education. This year, we proudly redesigned the program by introducing three scholarship award tiers, allowing us to provide larger awards while expanding opportunities for deserving applicants.

Congratulations to Our 2026 AGCRA Scholarship Recipients

\$2,500 Scholarship Winner

- Andrew Doyle

\$1,000 Scholarship Winners

- Evadne Benson
- Lena Davis
- Sergeant Major Christy Eichelberger
- Captain Haley Hudson
- Specialist Paris Smith
- Daryl Wiggins Jr.

First Monje-Murphy Columbia Southern University Scholarship Recipient

This year also marked the launch of our exciting new partnership with Columbia Southern University through the Monje-Murphy Scholarship, providing an extraordinary educational opportunity for AGCRA members.

Congratulations to our inaugural recipient:

- Captain Tammy Williamson

We also proudly recognize our 2025 scholarship recipients who maintained a 3.0 GPA and earned their second-year scholarship awards:

- Staff Sergeant Jeremy Calvin
- Abigail Santamaria
- Matthew Vernon

Congratulations to each of our recipients for your outstanding academic achievement, leadership, and commitment to excellence. You represent the bright future of the Adjutant General's Corps.

Growing Our Chapter Network

One of AGCRA's greatest accomplishments this past year has been the continued expansion of our chapter network.

We are excited by the number of new chapter activations and reactivations occurring across the Army and throughout our communities. Every new chapter expands opportunities for mentorship, professional development, net-

working, and service to Soldiers and Families.

If you are interested in establishing or reactivating an AGCRA chapter in your local area, we encourage you to become part of this growing movement.

For more information, please contact us at:

adjutant@agcra.com

Together, we can continue expanding the reach and impact of AGCRA throughout the Total Army.

Excellence in Recognition

Recognition is one of the most important ways we honor the exceptional service of our AG professionals.

During this cycle year, June 7, 2025, through June 27, 2026, the AGCRA National Awards Team processed 923 award nominations submitted from across the Corps.

Of those nominations, 923 awards were approved, resulting in an impressive 96% approval rate.

These numbers represent much more than statistics.

They demonstrate measurable improvements in nomination quality, stronger alignment with award criteria, increased chapter engagement, and an organizational commitment to recognizing excellence wherever it exists.

To our National Awards Team and every

chapter that took the time to recognize deserving professionals—thank you. Your efforts help ensure that outstanding service never goes unnoticed.

Building the Future Together

The accomplishments of this past year did not happen by chance.

They are the direct result of dedicated volunteers, engaged chapter leaders, supportive corporate partners, committed members, and an Executive Council focused on delivering value to every member of AGCRA.

Together, we have strengthened our scholarship program, expanded educational partnerships, modernized member services, enhanced chapter support, improved awards processing, significantly grown our membership, and built one of the Army's most respected professional associations.

As we move into another exciting year, I encourage every member to remain engaged, recruit a new member, mentor a future leader, support your local chapter, and continue demonstrating what it means to be an AG Professional.

The future of AGCRA has never been brighter because the future is built by each of you.

Thank you for your continued commitment to our Regiment, our Association, and one another.

Shields Up!

Defend and Serve!



Farewell Address: From the Outgoing Honorary Colonel of the Regiment

By MG (Ret) Richard P. Mustion

Members of the Adjutant General's Corps Regimental Association,



Since May 1981, it has been my great honor and distinct privilege to be a member of our Corps. It has been an amazing experience to participate in, at times observe, and in some instances inform and shape the path of our Corps. And, after my retirement in 2015, I was honored to serve as the Honorary Colonel of the Regiment for six years. I am enormously proud to have served as an Adjutant General's Corps officer and a member of a phenomenal Team of professionals.

As our Army has transformed over the years, deployed and engaged in conflict, and protected our Nation's interests, the fundamental mission of our Corps has not changed—that is to provide for and sustain the human dimension of readiness for our Army through the deliberate and meticulous execution of the Human Capital Management Lifecycle – from Acquire to Separation. Each step relies on our Corps to demonstrate excellence and precision to ensure our Army is the most capable and ready fighting force in the world. That mission has not changed and must remain the central focus and priority of our Corps. As a Corps we must ensure we are vested in this mission – continually applying a personal and professional approach.

Over my career, a few “critical” lessons that I have embraced about our Army and our Corps follow. These lessons were forged through experience, interaction, and decision making. I en-

courage members of our Corps to consider them as they move forward.

Every day is an opportunity to learn and develop! I have been fortunate and blessed to serve with innumerable distinguished members of our Corps and our Army. Each leader, as well as every team member over my 35 years of service informed, and developed my skills, leadership focus areas and, most importantly, helped inform my leadership and thought processes and methodology. I found the most frank, candid, and insightful feedback came from team members. These leaders and team members also helped me fully understand two key points:

1. No such thing as an off day or a bad day – must be game on every day for every event.
2. Every engagement – a meeting, an interaction, an email, a briefing, a phone call -- is a learning opportunity.

Great organizations and great people always learn, develop, adapt, and transform! During my time in uniform, I have participated in our Corps' transformation from the “stubby pencil” environment to large mobile data centers, to interim enterprise technology systems (aka eMILPO), to deployable technology systems (TACCS and TPS), to today's still expanding IPPS-A. (Admittedly, I have probably missed or forgotten a few implementations!)

Great organizations and Soldiers are agile, adaptable, and maintain a continuous focus on ensuring mission accomplishment! While our Army has evolved over the years, our Corps has also transformed -- stepped up and met every challenge and every deployment. Our formations have changed – from AG and Replacement Companies, to PERSCOMs and PSBs, to PSDR, and now to HR Companies.

Our doctrine has evolved and our operations in support of our Army have never wavered or failed.

Great organizations and Soldiers instill trust and confidence. Our Army relies on our Corps to enable and sustain the personnel readiness of the force. Every individual Soldier action, enlistment, reenlistment, training event, assignment, reassignment, separation, movement, and deployment directly impacts Readiness. Taken together – the individual Soldier events correlate to and impacts Readiness. And we must never lose sight of Readiness. While technology can assist our Corps in advising or advancing many actions – in the end we must treat each with the care and compassion they deserve – remembering how we would want the event handled if it were our own. Our Army must have trust and confidence in our Corps' capabilities, processes, and decisions. The Army and its Soldiers deserve nothing less. We must build and sustain trust and confidence with our Soldiers and our Army. I contend, from my experience, the personal engagement and dialog with Soldiers and Army leaders is key to building trust and confidence.

Over the years, like many reading this article, I have received leader's laundry lists of focus areas, tricks of the trade, and acronyms for their priorities. Some points were instructive, helpful, and enduring. The following five items reflect my time in uniform. They helped shape me, inform me, and kept me on point.

1. **Be a humble Soldier.** Everything that happens in our Army is a Team effort. There is no "I" in Army. Recognize you are a member of the Team.
2. **Be a Student of the Profession.** No one is a master by virtue of rank. Everyone must possess an insatiable appetite for learning and development. And everyone must understand that all learning does not come from books – learn by doing and participating.

3. **Everything is a learning opportunity.** (I mentioned this earlier, but it bears reinforcement as an enduring principle.) Every member reading this article has endured countless meetings, briefings, calls, formations, training events, as well as daily activities. And, some approach each as a routine event – show up, listen, leave. My experience is that approach is wrong. Great Team Members approach everything as a learning opportunity – study, prepare, ask questions, present counter views, listen, and avoid being pre-judgmental.
4. **Communicate with Clarity and Precision.** We all think we do a good job at this – I contend we do not. I am guilty of missing this key point on a few occasions. We must communicate in a manner that prevents any opportunity for misinterpretation. And we must have the courage and fortitude to present discourse and disagreement. I can attest, that over the years as a Senior Leader, many of my best decisions resulted in open dialog, discourse, and disagreement. I am a strong believer that discourse can result in better decisions. Final point – don't let your computer or cell phone communicate for you – talk to people directly.
5. **Maintain Balance.** In uniform, we operate in a high paced environment with many competing, evolving, and emerging demands. Do 6 things every day:
 1. **Eat** – sustain a healthy diet. Minimize junk food and energy enhancers.
 2. **Exercise** – train your body every day.
 3. **Mission** - do your job – 100%-- every day. Get the mission done. Don't let a day go by that you do not accomplish the tasks. Don't put off to tomorrow what can be done today. Remember – the mission is Soldier and Army Readiness!
 4. **Family** - Take time every day to con-

nect with your family – yes, even single Soldiers have families! Carve out that time and ensure it happens.

5. Talk – Talk to your team – not by text or email. Talk face-to-face. Learn about your team, their strengths, weaknesses, challenges. Help them navigate ways forward to accomplish the tasks and overcome challenges.

6. Sleep – your body needs rest. Plan for rest and ensure it happens. At times

it may be off schedule or routine. But make it happen.

Again, it has been my greatest honor to serve as a member of our Corps and our Army. I wish all the very best, and continued success.

MG Rick Mustion was commissioned from the University of Central Missouri ROTC program as an officer in the Adjutant General Corps in May 1981. His final assignment on active duty was Commanding General, Human Resources Command. He was inducted into the Adjutant General's Corps Hall of Fame in the Class of 2018.

THIRD ANNUAL AG

Sat, Sep 12
Churchill Downs Gate 10

A homecoming in Derby City, connect with AG Corps Soldiers, Retirees, Veterans, HR Civilians, and Spouses.



Tickets at <https://www.goldvaultchapteragcra.com/event-details/third-annual-ag-reunion-2026>

AGCRA Partnerships



Commandant's Corner - Farewell

By COL R. Arron Lummer



Serving as your commandant and the chief of our Corps for the last 12 months has been the honor of a lifetime. When I assumed responsibilities, I said, “I firmly believe there is virtue in action and there is much work to be done – so let us get to it.” And get to it, we did.

The team made major strides in modernizing programs of instruction to ensure we keep pace with the current fight and remain relevant in the future. We prioritized data literacy, systems training, MILPAY operations, and incorporated the use of artificial intelligence into nearly all aspects of the curriculum. We created new forums and touchpoints to build synergy across the HR enterprise. We worked with those enterprise partners to overhaul HR metrics and to develop an award for HR excellence based solely on objective, measurable statistics from systems of record. Perhaps most notably, we pushed a digital dog tag concept into the Army's acquisition process, the first AG Corps materiel solution in decades. This concept aims to streamline personnel asset visibility on future battlefields, and its corresponding software solution aims to create one tactical personnel information space for accountability, duty status, casualty status, and tracking of remains, all linked back to authoritative data sources. We did all of this while navigating major Army transformation efforts and cost-cutting initiatives.

While we've trained nearly 10,000 Soldiers this last year and worked tirelessly to empower

and enable the roughly 33,000 42-series Soldiers across the Total Force, our work is far from done. IPPS-A continues to evolve. Next Generation Command and Control will drive new requirements and inform new processes. How will we estimate casualties for the future fight? How do we integrate HR equities into the military decision-making process and operational design with a combined arms staff? How will we report casualties in a large-scale combat operation? How do we enable reconstitution operations? How do we get the right replacements to the right formations while ensuring their care and feeding along the way? What is the future of talent acquisition or precision retention? How do we integrate Army musicians (with their casualty reporting wartime mission) into the fight? We must continue to pursue answers to these questions with an aggressive sense of purpose while ensuring the readiness of our formations and care for our people today.

I leave this post with a heavy heart knowing that, for me, this is likely as good as it gets – but the best is yet to come for our Corps. COL Rick Strong is exactly the right Soldier at the right place at the right time. I'm proud to call him my friend and I'm excited to see where he leads us.

As I depart, I challenge you to be relentlessly helpful and to face the day with a grateful heart. Some people go their entire lives wondering if they've made a difference – but not us, not in our Corps. Your service matters and I'm proud to have shared this experience with you. Defend & Serve!!

- Colonel R. Arron Lummer

37th AG School Commandant and 24th Chief of the AG Corps

Establishing the U.S. Space Force: The Newest Military Service

by COL (USA, Ret) Patricia Mulcahy



I sometimes overlook how every assignment, every person I served with, and every experience helped prepare me for the future. But I believe I brought to bear the full weight of my twenty-nine years as an Adjutant General Corps Soldier to my role as the first Chief Human Capital Officer, or S-1, for the United States Space Force (USSF) - created by an act of Congress in December 2019 and the newest military service created by Congress since the Air Force was created in 1947. My military career began in the Army as an Assistant Brigade S-1; included assignments at division, corps, and combatant commands; and culminated at the Army G-1. Likewise, my civilian career took me through the Office of the Secretary of Defense (OSD) and the Department of the Air Force before my final stop as the S-1 for the USSF. I never imagined it would culminate in the opportunity of a lifetime for this AG Soldier.

While working in OSD in 2018, I participated in planning efforts to establish either a new military service or a new full-blown military department focused entirely on space. Like many good ideas in the Pentagon, however, new organizations, programs, and policies can be studied extensively without gaining the traction needed to bring them to fruition. The national security community had long understood that, as space became a contested domain amid growing security challenges, we needed to do things differently. Even so, on Monday, December 9, 2019, I was as surprised as many of my colleagues when the defense congressional committees released their conference report authorizing the establishment of the U.S. Space Force. I was fortunate to be invited to the De-

cember 20 signing ceremony for the Fiscal Year 2020 National Defense Authorization Act (NDAA) at a hangar on Joint Base Andrews. And at that ceremony, the FY 2020 NDAA officially established the USSF, the President appointed General John "Jay" Raymond as the first Chief of Space Operations (CSO), and the real work began.

While at home on New Year's Eve, I unexpectedly received a call from General Raymond's office to schedule a meeting with him. Early on January 2, General Raymond came to my Pentagon office, sat down with me for about 30 minutes, and talked about the future of the USSF. By the end of our conversation, he said his next call would be to the Secretary of the Air Force, the Honorable Barbara Barrett, and asked how soon I could start as the new Service's first Chief of Human Resources. For me, the sprint began at that exact moment, and over the next two and a half years, something new happened almost every day. I refused to miss a meeting, briefing, or conversation because of the enormity of the effort. It was exhausting and exhilarating. So, let me share some of my perspectives, along with my people-related experiences and insights.

Leadership matters. Because of the extraordinary leadership of General Raymond; General David "DT" Thompson, the first Vice Chief of Space Operations (VCSO); and Chief Master Sergeant Roger "Toby" Towberman, the first Chief Master Sergeant of the Space Force (CMSSF), the personnel community was able to tackle the thousands of tasks required to set the best conditions for people to join the new Service. These leaders provided the right amount of guidance, resourced the effort, and remained available to every member of the S-1 team for insight, feedback, and decisions. Most notably,

they inspired and enabled us to combine our years of experience with a “purple crayon” approach to design a people-centric, warfighting Service focused entirely on space. They also insisted that we crowdsource ideas from Guardians to build ownership and develop a grassroots culture of innovation in people and the systems that support them.

That kind of leadership flowed upward as much as downward. We would never have accomplished what we did in the first 30 months without an incredible, small group of talented Guardians and Airmen, including civilians, in our S-1 organization - transferring and assessing close to 7,300 uniformed service members and 6,800 government civilians into the USSF; establishing new enlisted rank nomenclature and insignia; creating new identification cards and tags; promoting Guardians; converting to an alternative civilian personnel system; designing new uniforms; recruiting and commissioning an initial cadre of Guardians; creating a name, logo, motto, and song; and developing our core values. These leaders balanced near-term priorities with the need to think differently; that's like asking a runner to train for a 100-yard dash and marathon simultaneously.

As we designed a Service headquarters to support the USSF as effectively as possible, tremendous progress was enabled by 13 chief master sergeants from the Air Force who brought expertise in personnel, training, operations, logistics, space, and special operations. This was the CMSSF's visionary idea: infuse the headquarters with experience that could complement, feed, and act on the divergent thinking the USSF required. I relearned never to underestimate the discipline, tenacity, and attention to detail experienced non-commissioned officers bring to imagining possibilities, challenging status quo thinking, and pursuing innovative ideas and activities.

Keep moving forward; adjust along the way.

As we faced these countless people-centered decisions, it quickly became clear that there

were hundreds of possible sequences for making these decisions, yet we had only days—sometimes hours—to act. This work began before artificial intelligence (AI) was widely available on DoD personnel platforms, although some civilian hiring and onboarding tools already used AI. The stand-up also occurred during the COVID pandemic, which dramatically changed our ways of doing business and moved us rapidly into the digital world. We quickly built a comprehensive human resources task list, organized and staffed the S-1, created a process to engage leaders in decision-making, communicated changes across the new Service, and listened for feedback. I will admit that keeping all Guardians informed was difficult, and on many days we fell short. Keeping senior leaders aligned was equally challenging. Thankfully, the VCSO held Service-wide end-of-day meetings to synchronize efforts, share progress, and coordinate activity. These sessions required discipline and consistency, but they built shared understanding and fostered exceptional teamwork. Every day was an opportunity to improve on the last, and the dedicated S-1 team amazed me with its tenacity, creativity, and compassion.

Very early on, Secretary Barrett issued a short memo stating that all Air Force policies would remain in effect for the USSF until USSF-specific policies were established. This simple direction from the Secretary of the Air Force, who is responsible for all Air and Space Service policy, proved to be one of the greatest enablers of the new Service's stand-up. It allowed personnelists and Guardian leaders up and down the chain of command to answer the constant question, “What is the USSF policy on X?” If we had not changed or published a new USSF version of a policy, the Air Force policy remained in effect. This short but powerful directive was a lifesaver and enabled the S-1 team to keep moving forward.

Speaking of moving forward, operational space missions needed to continue to support the DoD and the Nation. While the stand-up mis-

sion was enormous and consequential, we continued executing current space missions while planning for significant growth across every area. Guardians were flying the satellite while building it!

Ask for help. We could not have built the USSF without the direction, assistance, and support of leaders across the Department, from the Secretary of Defense and Under Secretary of Defense for Personnel and Readiness, to the Secretary of the Air Force, the Chief of Staff of the Air Force, and the Department of the Air Force Assistant Secretary for Manpower and Reserve Affairs. One of our greatest challenges as a new Service was simply not having enough people. We also would not have kept pace with all of the people activity pouring in without the help of the Air Force A-1, Lt. Gen. Brian “BK” Kelly; his Deputy A-1, Ms. Gwendolyn DeFilippi; the Air Force Personnel Center Deputy, Ms. Kim Toney; and their outstanding teams. One example was the need to conduct our own promotion boards in the first-year personnel were in the USSF. Anyone who has supported a military promotion board knows that the planning effort alone requires at least 12 months of detailed work, starting with determining requirements and zones of consideration, before the boards can even run. Because we needed promotion boards in year two, the strong support provided by our sister Service was critical.

Many of our first Guardians transferred from the Air Force space, intelligence, cyber, engineering, and acquisition communities. During that first year, the Deputy A-1 and I led large Teams meetings for the entire personnel and finance communities, using a disciplined agenda to keep participants informed, connected, and aligned on the priorities and work required to stand up the USSF and bring in Guardians from those space-specific communities in the Air Force. Standing up the Space Force’s own Enterprise Talent Management Office also allowed us to implement new ways to support Guardians while staying connected with the Air Force Per-

sonnel Center to ensure consistency in all personnel management activities.

Colleagues across the other military services were equally vital, as more than 830 future Guardians came from every Service by our third year. The Service Personnel Chiefs—Lieutenant General Doug Stitt of the Army, Vice Admiral John Nowell of the Navy, and Lieutenant General Mike Rocco of the Marine Corps were especially valuable partners who made significant contributions on behalf of their Services. They worked closely with us to ensure that transferring members retained their rank and service records. Because inter-service transfers have historically involved uncertainty over rank and seniority, we focused on preserving both rank and career progression.

Try something new. At my January 2, 2020 meeting with General Raymond, he charged me to develop the best personnel system for military Active and Reserve Guardians, as well as civilian Guardians. With such senior leadership direction and support, the “purple crayon” approach gave the new Service room to test ideas across the enterprise.

After General Raymond and CMSSF Towberman became the first two Guardians, General Raymond proposed that the next 90 be cadets from the United States Air Force Academy. We commissioned them into the USSF on April 18, 2020, followed by the first five enlistees in July 2020—only six months after the Service was established. It was both surprising and fitting that some of the earliest members of a future-focused space warfighting Service were among its most junior. For civilians, the Department already had the authority to better attract and appropriately compensate the expertise that we had and to acquire what we needed. Within six months, we received approval and began converting the entire USSF civilian workforce to a pay-banding system. We also invested in a fully digital, AI-assisted hiring tool for civilians and an onboarding process worthy of all Guardians.

Since the increased use of reservists during the first Gulf War, the Department has made major efforts to organize personnel systems to better support reservists serving on extended active duty. Over the previous decade, OSD championed Duty Status Reform to reduce barriers and smooth differences between Regular and Reserve components that had grown up—and, at times, grown apart—since World War II. And in the same law that established the Space Force in 2019, Congress directed us to study such alternative total military force constructs. Here was a perfect opportunity to better support Guardians by establishing a single military personnel system with full and part-time service options. With Congress's help, the Fiscal Year 2024 NDAA established the Space Force Personnel Management Act. This groundbreaking authority gives the USSF an alternative to traditional personnel systems and offers a new model for military talent management. It also helps the USSF attract and retain talent by giving Guardians more options. Because leaving full-time service will no longer have to be a one-time decision, I believe the USSF will benefit from Guardians' talents in ways that differ from our sister Services. Just as important, the authority gives military members more choices throughout their careers. This new personnel authority will enhance readiness and lethality by allowing leaders to access people, talents, and capabilities more effectively and efficiently.

Write it down and communicate often.

Thanks to the outstanding talent-development work by the Senior Functional Leader, then Brigadier General Deanna Burt, we had a strong starting point for determining who needed to transfer to the USSF. Operators and intelligence, cyber, acquisition, and engineering experts could transfer to the USSF, while those in support roles such as personnel, medical, legal, and logistics would remain in the AF. The VCSO directed us to develop a briefing for aspiring Guardians and deliver it at installations with major space operations, launch, and acquisition

missions. We built the briefing in just a few weeks and began the "road show" in Colorado Springs just as COVID hit. After a short pause, we resumed once we were confident Guardians could access the briefings and ask questions via Zoom and Teams. The virtual sessions were well-attended, and with superb support from Space general officers and chiefs, we answered questions in real time. Even during a global pandemic, we kept moving at full speed to establish the USSF.

How often do leaders carry a strategy in their heads—one they can articulate in a speech—but never quite find the time to capture in a white paper or other rallying document? General Raymond, General Thompson, and CMSSF Towberman clearly had powerful ideas and provided important guidance on how best to attract, assign, develop, train, and mentor Guardians; their deep strategic and operational experience was essential. With the leadership and personnel expertise of my first deputy, Brigadier General Shawn Campbell, several key members of the S-1 leadership team translated that senior-level guidance, combined with Guardian crowdsourcing, into the first Space Force Human Capital Strategy, *The Guardian Ideal: A Human Capital Strategy for the United States Space Force* (21SEPT-USSF-GUARDIAN-IDEAL.pdf). It was bold and ambitious. At the center of this aspirational people strategy are the USSF values of character, connection, commitment, and courage, and the belief that Guardians should be able to contribute to the mission to their fullest potential. The strategy had strong support from then-Secretary of the Air Force Dr. Frank Kendall; the CSO, VCSO, and CMSSF; as well as Guardians across the enterprise.

To build a new organization successfully, General Raymond often reminded us that the people affected by the change need to have buy-in. He pushed us to keep running forward while he imposed left and right limits when necessary. We established milestones and supporting actions and included them in *The Guardian Ideal*.

Senior leaders discussed the human capital strategy in speeches, press conferences, and podcasts. I wish, however, that we had made better use of social media to discuss and share the people strategy and other personnel policies. At the time, our hands were tied by appropriate privacy concerns and by social media's inability to reliably reach the right affected audiences. Conversely, Reddit became an "unofficial chat site" for would-be and newly minted Guardians. It gave us an unofficial but important way to see whether we were hitting the mark with our target audience. In my desire to deliver most of a new policy or procedure before communicating it broadly, I often frustrated Guardians by not managing expectations better, establishing regular communication modes and milestones, or communicating our efforts and progress soon enough. Upon reflection, I would approach communication strategies differently in the future—consistent with the principle of keep moving forward and adjust along the way.

Recognize the significance of an All-Volunteer Force. Since entering the Army in 1980, I have grown in my appreciation for what it means for our Nation to have an All-Volunteer Force. Every member of the Armed Forces makes an intensely personal decision to serve our country, knowing they will make many sacrifices, perhaps the ultimate sacrifice. The USSF is no different. Airmen in space operations career fields were ready to transfer to the Space Force immediately, because their specialization was no longer needed in the Air Force. But depending on where they were in their careers, those who volunteered to transfer from the Air Force in intelligence, cyber operations, engineering, and acquisition—and everyone who transferred from the other Services—were taking a significant risk to help us build something from the ground up. This truth motivated my S-1 team and me. We wanted to deliver for and live up to the expectations of everyone coming to the USSF. We did not want anyone to regret their career-altering decision to become a Guardian.

Each one of these USSF stand-up experiences represents a small sample of the many personnel tasks necessary to successfully build a new service and was led by a member of our small but mighty S-1 Team. And each member of the S-1 Team willingly volunteered for this exciting but hard and risky mission. These amazing leaders included CMSgt Amber Mitchell, Brig. Gen. Shawn Campbell, Mr. Rob Romer, Ms. Chris Parrett, Dr. Matt Jobe, Mr. Tom Angelo, Mr. Heath Johnson, Ms. Angie Holbrook, CMSgt Shane Pilgrim, Col. Dave Stanfield, Lt. Col. Alex Blackwell, Col. Jessica Wedington, Col. Joan Thompson, Mr. Tom Emswiler, and Col. Diane Burch, to name only a few. It was a privilege to serve with them and the entire team!

Every Guardian has a story about the beginning of the USSF and what those early stages meant to them. That diversity of backgrounds and experiences is what the Service was built on and remains one of its core strengths. My reflections are no more unique than those of the first USAFA commissioning class or the first Guardian recruits who graduated from basic military training. And yet there are many more stories about how we established, grew, and developed the USSF; perhaps one day we will gather and publish them for posterity. In the meantime, I encourage readers to be grateful for and appreciate every opportunity to serve alongside mission-focused volunteers, to draw on personal and collective experience, to be creative with your own "purple crayon," to internalize lessons learned—and perhaps, to write them down. It is the military way, and it works. *Semper Supra!*



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She was appointed to the Senior Executive Service after her retirement from the Army. COL Mulcahy was inducted in to the Adjutant General Corps Hall of Fame in the Class of 2026.

Beyond Personnel: Why Human Resources Professional Are Combat Multipliers

By SFC Quaniesha AlstonCharles

When people hear “Human Resources,” they often picture paperwork, promotions, evaluations, awards, and personnel actions. While those responsibilities are certainly part of our profession, they only scratch the surface of what Army Human Resources professionals truly provide to commanders and Soldiers.

After serving in multiple Human Resources leadership positions from Battalion and Brigade S1 to overseas operations supporting Soldiers across multiple countries, and now serving within a G3 Plans and Operations section, I have learned that our greatest contribution is not processing transactions. It is enabling readiness.

Every leave form processed correctly, every promotion completed on time, every casualty report handled with dignity, every assignment coordinated, and every strength report delivered accurately contributes directly to a unit's ability to accomplish its mission. Readiness is built long before Soldiers step onto the battlefield, and Human Resources professionals are among the first to ensure commanders have the information and personnel necessary to fight and win.

One of the greatest lessons I have learned is that relationships matter just as much as regulations. Technical proficiency is expected of every HR professional, but trust is earned through consistency, communication, and genuine care for Soldiers. The best HR leaders understand that every action represents someone's career, someone's family, or someone's future.

During my assignments supporting operational units and training environments, I witnessed firsthand how timely personnel management directly influenced unit effectiveness. Accurate accountability allowed commanders to make informed decisions. Efficient processing ensured

Soldiers received promotions, awards, and assignments without unnecessary delays. Clear communication reduced confusion and strengthened confidence between leaders and their formations. None of these tasks were glamorous, yet each one directly contributed to organizational success.

Serving in a Plans and Operations section has further reinforced an important lesson: Human Resources professionals should never limit themselves to understanding only HR systems. We must understand operations, training management, readiness reporting, force structure, and the commander's priorities. When HR professionals understand the operational environment, they transition from being administrative experts to becoming trusted advisors.

The Adjutant General's Corps has always been about people. Technology continues to evolve, systems continue to change, and policies will inevitably be updated. However, our purpose remains constant: taking care of Soldiers while enabling commanders to accomplish the mission.

As Senior Noncommissioned Officers, we also carry the responsibility of developing the next generation of HR professionals. We must teach them not only how to process actions correctly but also why those actions matter. We should mentor them to think critically, solve problems, communicate effectively, and understand that every personnel action represents a Soldier who deserves our very best.

The future of the Adjutant General's Corps depends on leaders who embrace continuous learning, remain adaptable, and never lose sight of the human element behind every transaction. Excellence in Human Resources is not measured solely by completed actions or closed cas-

es, it is measured by the trust we build, the readiness we enable, and the lives we positively impact.

As HR professionals, we do far more than manage personnel. We build readiness. We strengthen organizations. We care for Soldiers and Families. We connect commanders with the information they need to lead effectively.

That is the true profession of arms for the Adjutant General's Corps, and it is a responsibility I am proud to uphold every day.

Defend. Serve. Connect.

Sergeant First Class (SFC) Quaniesha AlstonCharles (AC) is a Senior Human Resources Sergeant in the United States Army with 18 years of service. Throughout her career, she has served in a variety of leadership positions, including Battalion and Brigade S1, overseas as an S1 NCOIC in Jordan, and currently as a Training and Operations Noncommissioned Officer in a G3 Plans and Operations section. She holds a Master of Science in Human Resource Management and is committed to developing agile leaders, mentoring Human Resources professionals, and advancing readiness across the force. SFC AC believes that effective Human Resources support is essential to mission success and remains dedicated to serving Soldiers, leaders, and the Adjutant General's Corps with professionalism and excellence.

Trust Before Technology: Why Leadership Preferences Matter in the Future of Army Human Resources

By CW2 Jeremy Lindsey

Introduction

Every HR professional has experienced it.

You spend weeks developing a product that is more efficient than the current process. It reduces manual effort, improves visibility, and provides commanders with information faster than ever before. Confident in the value it brings, you present it to your leadership.

Instead of excitement, someone asks,

“Can I see the spreadsheet?”

For many professionals, that question feels like rejection.

It is not.

It is the first step toward earning trust.

As the Army continues modernizing through systems such as IPPS-A, Vantage, Power BI, automation, and artificial intelligence, we often focus on learning the next tool. While technical proficiency is essential, technology alone has never changed organization.

People do.

The future of Army Human Resources will not be determined by who builds the most sophisticated dashboard. It will be determined by who can translate information into confidence, confidence into trust, and trust into better decisions.

Leadership Preferences Matter

Every leader process information differently.

Some leaders want to review every line of raw data before reaching a conclusion. Others prefer dashboards that immediately identify trends and operational risk. Some want executive summaries. Others want detailed supporting analysis.

None of these approaches are wrong.

They are leadership preferences developed through years of operational experience.

As HR professionals, we sometimes become emotionally invested in the products we create. We believe that because a process is more efficient or a visualization is more advanced, it should naturally become the preferred solution.

Leadership does not work that way.

Innovation is not about convincing leaders to think like us.

It is about understanding how they think.

The most effective HR professionals learn to communicate in ways that support each leader's decision-making process while maintaining the integrity of the information. Adapting to leadership preferences does not mean comprising professional responsibility. There are times when a preferred format may oversimplify a complex issue or omit information necessary for sound decision making. In those situations, HR professionals must respectfully provide a format a leader prefers while ensuring the complete analysis remains available. Our role is not simply to deliver information, it is to safeguard the quality and accuracy of the decisions that information supports.

Leadership is Temporary, The Mission is Not

One lesson every HR professional eventually learns is that organizations change.

Commanders change.

Executive officers change.

Supervisors change.

The supervisor of the shop I am assigned to today is my supervisor until they are not.

With every transition comes a different leadership style, different priorities, and different expectations.

Our responsibility is not to become loyal to one reporting method, one software platform, or one leader's preference.

Our responsibility is to remain loyal to the mission.

That requires adaptability.

It means understanding the preferences of today's leadership while building processes that remain effective long after today's command team has moved on.

The systems we develop should outlast us.

The trust we build should make those transitions easier.

Trust Before Technology

Technology should never require blind faith.

Leaders deserve to understand the information they use to make decisions.

Trust is built through transparency.

HR professionals should be able to explain where data originates, how metrics are calculated, and what limitations exist within every system.

No dashboard is perfect.

No spreadsheet is perfect.

No data source is perfect.

Professional credibility comes from acknowledging those realities rather than hiding them.

I experienced this firsthand while developing HR readiness products for senior leaders. Early on, I believed the most effective solution was the one with the greatest level of automation and visualization. Feedback from leadership challenged that assumption. Rather than relying solely on dashboards, some leaders wanted to validate the underlying spreadsheet before accepting the analysis. Initially, it felt like skepticism toward the product. It was a request for transparency. By providing both the raw data and visual analysis, confidence in the information increased, and technology became easier to adopt. The lesson was simple: leaders did not need to trust the software, first they needed to trust the information.

When leaders can validate information independently, confidence grows.

Once leaders trust the information, they become more willing to embrace the technology that delivers it.

The goal is not to convince leaders to trust the software.

The goal is to use software in a way that

helps leaders trust the information.

That distinction changes everything.

Influence Through Adaptability

Influence is often misunderstood.

Many believe influence comes from persuading others to adopt our preferred solution.

Influence begins with understanding the needs of the people we serve.

If a commander prefers spreadsheets, provide spreadsheets supported by accurate analysis.

If another leader prefers dashboards, provide dashboards that highlight operational risk.

If a command sergeant major prefers concise talking points, provide a summary supported by detailed information available when needed.

The format can change.

The quality of the analysis cannot.

Adapting our delivery is not abandoning innovation.

It demonstrates professionalism.

The best HR professionals are not recognized because of the software they use.

They are recognized because leaders trust their advice regardless of how that advice is presented.

The HR Professional of Tomorrow

The future HR professional must possess more than technical expertise.

They must understand systems.

They must understand data.

Most importantly, they must understand people.

Software will continue to evolve.

Artificial intelligence will become more capable.

Automation will eliminate repetitive adminis-

trative tasks.

Those advances should be embraced.

Yet no technology will ever replace professional judgment.

No algorithm can build credibility.

No dashboard can replace relationships.

No automation can substitute for honest conversations between trusted advisors and leaders.

That responsibility belongs to us.

Conclusion

Army Human Resources has always been about people.

Technology simply gives us better ways to support them.

As we continue modernizing our profession, we should remember that innovation is not measured by the sophistication of the tools we build.

It is measured by whether those tools help leaders make better decisions.

Every new technology introduced into Army HR should begin with one question: Will this help leaders trust the information more than they do today? If the answer is yes, the technology has value. If the answer is no, the solution is not more software it is greater transparency, better communication, and stronger professional relationships.

Leadership preferences will change.

Software will change.

Organizations will change.

Our commitment should not.

The future belongs to HR professionals who can adapt without compromising standards, communicate without creating division, and build trust before asking others to embrace technology.

Because in the end, technology processes

information.

Trust transforms it into command advantage.

CW2 Jeremy Lindsey serves as the Brigade Human Resources Technician for 1st Armored Division Artillery at Fort Bliss, Texas, where he advises commanders and senior leaders on personnel readiness, strength management, talent management, and HR operations supporting more than 3,500 Soldiers. He previously served in division, brigade, and company-level human resources as-

signments across the operational force. CW2 Lindsey also serves as the Vice President of Community Affairs for the Sun City AGCRA Chapter, where he supports leader development and professional engagement across the AG Corps. He has contributed to initiatives focused on leader development, data analytics, and HR modernization. He holds a Master of Arts in Organizational Leadership with a concentration in Human Resources Development and is committed to advancing the Adjutant General Corps through innovation, mentorship, and trust-based leadership.

Readiness Runs Through HR: Seeing the Formation Beyond the Report

By CSM (Ret) Jamie Price

Readiness is not just a number, a slide, or a report submitted to higher headquarters. Readiness is the commander's ability to understand the formation clearly enough to make sound decisions, accept or mitigate risk, and accomplish the mission.

In the Army, readiness is often discussed through equipment, training, deployment status, and mission-essential tasks. Those areas matter. Equipment readiness is paramount. Training readiness matters. Operational timelines matter. But none of those things produce combat power without people. The right equipment without the right Soldier, leader, maintainer, operator, or staff professional is only potential. People turn resources into capability.

That is why readiness runs through Human Resources professionals.

ATP 1-0.1 places HR support inside operations, not outside of them. It connects HR support to personnel information management, manning the force, HR services, personnel support, and HR planning. ADP 3-0 and FM 3-0 frame operations as complex, human, and multidomain, requiring commanders and staffs to integrate capabilities, understand the operational environment, build advantages, and make decisions under conditions of uncertainty. For HR professionals, the message is clear: we cannot

only understand forms, systems, and transactions. We must understand the operational environment those systems support.

An HR professional who only reports numbers may help complete a requirement. An HR professional who understands the mission helps the commander see the formation.

Commanders need accurate strength data, but they also need context. They need to know who is assigned, attached, available, trained, pending departure, newly arrived, underutilized, misaligned, or at risk. They need to know how personnel actions affect readiness, morale, families, leader development, retention, and future operations. They need HR professionals who can explain not only what changed, but what the change means.

This connects directly to SMA Michael R. Weimer's emphasis on "brilliance at the basics." For HR professionals, the basics are accountability, records accuracy, timely evaluations, sponsorship, awards, and responsive Soldier support. When those basics are done well, they strengthen trust, improve the commander's visibility of the formation, and help leaders solve more complex problems.

Timely evaluations are a perfect example. An evaluation is not simply an administrative requirement. It affects promotion opportunity,



Chief Warrant Officer 2 Jeremy Lindsey, left, listens as Command Sergeant Major (Retired) Jamie Price shares his perspective during the Sun City Chapter AGCRA's "Shaping the Future of the Adjutant General's Corps" professional engagement on Jan. 28, 2026, at the 1st Armored Division Headquarters, Fort Bliss, Texas. Photo taken by Sergeant First Class Kyle Larsen

schooling, assignment consideration, professional reputation, and the Army's ability to identify and develop talent. When evaluations are late, weak, inaccurate, or treated as routine paperwork, the impact reaches far beyond the rated Soldier. It affects trust in leaders, confidence in the system, and the Army's ability to place the right talent in the right position.

The same is true for records, accountability, awards, assignments, sponsorship, gains, losses, and readiness reporting. CW4 Alexander Pinckney's discussion of accountability and readiness in HR reinforces that routine HR tasks form the foundation of military preparedness. Accuracy is not just administrative discipline. It is operational discipline.

The HR professional must therefore do more than process actions. The HR professional must help leaders understand impact.

That requires seeing beyond MOS and ASI.

MOS and ASI tell part of the story, but they do not tell the whole story. A Soldier may have

civilian education, language ability, technology skills, coaching experience, mechanical knowledge, writing ability, instructional talent, logistics understanding, cultural awareness, or leadership potential that is not immediately visible in a personnel report. A leader may be assigned to one duty position but possess skills that can solve a different problem. A junior Soldier may have talents that could strengthen training, communication, systems management, or family readiness if leaders know how to see and employ them.

HR professionals are positioned to help commanders identify that hidden capability.

When HR professionals understand the formation, they can help leaders ask better questions. Who has skills we are not using? Who needs development before the next mission? Who is in the wrong seat? Who can train others? Who has experience from a previous assignment that can help solve a current problem? Who has family or personal stressors that could become readiness concerns if ignored? Who is ready for increased responsibility? Who needs leader investment now?

This is where HR becomes operational.

Understanding the skill sets across an organization allows leaders to realign people, build training plans, strengthen teams, and reduce risk. It helps commanders avoid making decisions based only on duty title, grade, MOS, or availability. It allows the command team to see the human capability inside the formation and employ it with purpose.

My own experiences allowed me to see readiness through different lenses.

As an HHC BSB First Sergeant in a forward-

deployed Stryker Brigade, I saw readiness at the company level. In that role, readiness was personal, immediate, and visible. It was not just a report. It was whether Soldiers were accounted for, trained, informed, supported, disciplined, and prepared to execute. It was also whether families were cared for, whether leaders knew their Soldiers, and whether administrative actions supported or damaged trust.

As an S1 and S4 NCOIC in a deployed Infantry Battalion, I saw readiness through the connection between people, equipment, logistics, and operations. Personnel readiness and sustainment readiness could not be separated. The commander needed to understand who was available, who was qualified, who was moving, who required action, and how personnel changes affected mission execution. That experience taught me that HR professionals must understand more than the personnel system. They must understand how people flow through the operation.

CW5 David Marriott's lessons from WFX 25-01 highlight how combat power is generated through disciplined synchronization, rapid decisions, sustainment precision, and the ability to combine Soldiers, equipment, maintenance, and resources at the right time and place. Although his article focuses on sustainment and reconstitution, the lesson applies to HR: commanders cannot maximize combat power if they do not understand the people and skills available to employ, sustain, and regenerate the force.

As the senior force sustainment population manager at Human Resources Command, I saw readiness from the enterprise level. At that level, decisions about assignments, strength, talent distribution, career progression, and population management affected units across the Army. That experience helped me understand how decisions made far from the tactical formation can create opportunity, friction, or risk for commanders on the ground. It also reinforced the importance of explaining personnel

impacts clearly and proactively to higher echelons.

As the Senior Enlisted Advisor for Headquarters and Headquarters Battalion, 101st Airborne Division, I saw readiness from the headquarters and command-and-control perspective. In that environment, the personnel picture was tied directly to the headquarters' ability to function, deploy, communicate, and support the larger mission. Readiness was not only about individual Soldiers; it was about whether the organization had the right people in the right places to enable the division to operate.

As a commandant, I saw readiness from the institutional Army. Leader development, instructor selection, course management, training systems, and professional development all shaped the future force. That experience showed me that readiness is also built before Soldiers arrive at their next unit. It is built through education, certification, standards, and leader development.

Each role showed a different view of readiness. The company-level view showed the human impact. The battalion staff view showed the connection between personnel, logistics, and operations. The enterprise view showed how strength and talent decisions affect the Army beyond one formation. The division headquarters view showed how personnel readiness supports command and control. The institutional view showed how leader development shapes future readiness.

Those experiences reinforced a critical lesson: HR professionals must help commanders see what the report alone cannot show.

A strength report may show a vacancy, but it may not show the operational risk created by that vacancy. An evaluation tracker may show overdue reports, but it may not show the damage to trust, development, and future talent decisions. A roster may show names, ranks, MOSs, and ASIs, but it may not show the hidden talent available inside the formation. A gain/loss report may show movement, but it may not show the

impact on families, team cohesion, leader continuity, or mission preparation. A manning document may show authorization, but it may not show whether the organization has the right skill mix for the next mission.

That is where the HR professional adds value.

Commanders also need HR professionals who can help them communicate personnel risk to higher echelons before the risk becomes a crisis. Higher headquarters may see numbers, percentages, and trends. The commander must explain impact. HR professionals help build that explanation.

If a unit loses key leaders before a deployment or mission, what does that mean for certification, training, sponsorship, family readiness, and continuity? If a critical MOS shortage exists, what tasks become harder to accomplish? If evaluations are late across a formation, what does that say about leader discipline and talent management? If Soldiers are reassigned, extended, cross-leveled, or moved without understanding second- and third-order effects, how does that affect morale, families, retention, and readiness?

These are the questions HR professionals must help answer.

This also connects to SMA Weimer's January 2024 testimony before the House Armed Services Committee Quality of Life Panel. Quality of life matters because readiness is affected by more than numbers on a slide. Family stability, trust in leaders, administrative responsiveness, and confidence in the system all influence whether Soldiers are able to remain focused, ready, and committed.

The HR professional's responsibility is not to protect the commander from bad news. It is to help the commander understand truth early enough to act. That requires candor, competence, and relationship. It also requires command teams to include HR professionals in the operational conversation.

Command teams must provide HR professionals access to priorities, planning timelines, training objectives, deployment requirements, and leader expectations. They must help HR professionals understand the mission, not just the suspense. They must ensure subordinate leaders understand that accountability, evaluations, records, sponsorship, and Soldier actions are leader responsibilities supported by HR professionals, not problems pushed off on the S1.

At the same time, HR professionals must earn trust by being accurate, timely, and operationally aware. They must know the systems, understand the doctrine, communicate clearly, and connect personnel actions to mission impact. They must move from data to analysis, and from analysis to recommendation.

Do not simply tell the commander the unit is short. Explain where the shortage creates risk.

Do not simply tell the commander evaluations are late. Explain how that affects development, promotion, trust, and leader accountability.

Do not simply tell the commander Soldiers are available. Explain whether they are trained, ready, qualified, and properly aligned.

Do not simply brief the report. Help the commander see the formation.

Personnel readiness affects morale because Soldiers watch how well the organization handles their careers, records, awards, assignments, and family concerns. It affects families because personnel actions often create stress, uncertainty, movement, separation, and financial or emotional strain. It affects development because evaluations, schools, assignments, and mentorship shape the next generation of leaders. It affects retention because Soldiers are more likely to remain committed when they believe the organization sees them, values them, and manages their service with professionalism. It affects mission accomplishment because the commander's plan depends on people being ready, trained, aligned, and trust-

ed.

This is why relationships matter.

Without relationships, HR becomes transactional. With relationships, HR becomes a readiness advantage.

The Army does not need HR professionals who only wait for actions to arrive. The Army needs HR professionals who understand the operational environment, anticipate personnel risk, identify hidden talent, support leader development, protect trust in the system, and help commanders explain readiness with clarity.

Readiness is not just what is reported. Readiness is what the commander can see, understand, and act on.

And when HR professionals understand their role, build strong relationships, and connect personnel actions to operational impact, they help commanders see the formation more clearly.

That is why readiness runs through HR.

Five Easy Steps to Build Relationships That Drive Readiness

1. Learn the commander's priorities.

Ask the commander, CSM, XO, and S3 what matters most over the next 30, 60, and 90 days. Then align HR actions to those priorities.

2. Get out of the S1 shop.

Attend training meetings, maintenance meetings, formations, and company-level touchpoints. HR professionals understand readiness better when they see the environment leaders and Soldiers operate in every day.

3. Turn reports into recommendations.

Do not just brief numbers. Explain the impact, the risk, and the options. Give leaders the "so what" behind the data.

4. Know the people behind the positions.

Look beyond MOS, ASI, rank, and duty title. Learn Soldiers' experiences, education, talents, family concerns, and skills that may affect readi-

ness or reveal untapped capability.

5. Follow up and close the loop.

When leaders raise concerns, track them, update them, and show progress. Trust grows when HR professionals are accurate, timely, and dependable.

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From Selection to Stewardship: Building a Professional Development Continuum for AG Warrant Officers

By CW4 Alexander D. Pinckney

Technical expertise is the hallmark of the Adjutant General's (AG) Warrant Officer Cohort. As the Army's premier human resources technical experts, AG Warrant Officers provide commanders with critical expertise in talent management, personnel readiness, HR systems, and organizational effectiveness. However, technical competence alone does not sustain the profession. The long-term strength of the cohort depends on the deliberate development of its people.

The Army has long recognized that leaders are responsible for developing others through coaching, counseling, and mentoring. Yet, mentorship within the AG Warrant Officer Cohort is often informal, varying by installation, assignment, or the initiative of individual leaders. Some warrant officers benefit from exceptional mentorship throughout their careers, while others receive little structured guidance beyond formal evaluations and counseling.

The AG Corps has an opportunity to establish a deliberate professional development continuum that begins before an applicant is selected as a warrant officer and continues throughout every assignment. This framework is not simply about mentorship. It intentionally combines sponsorship, coaching, counseling, networking, education, and stewardship into a seamless professional development model that strengthens both individual leaders and the Corps as a whole.

Why the Professional Development Continuum Matters

Professional development should never depend on chance. Every AG Warrant Officer

should know who is responsible for helping guide their development, and every senior warrant officer should recognize that developing future leaders is a professional obligation.

A structured continuum would:

- Accelerate professional integration.
- Strengthen technical proficiency.
- Preserve institutional knowledge.
- Build professional confidence.
- Encourage lifelong learning.
- Expand professional networks.
- Prepare future mentors and senior leaders.
- Reinforce stewardship of the Army Profession.

Rather than viewing mentorship as a one-time event, the AG Corps should establish a culture where professional development is continuous and intentionally passed from one generation of warrant officers to the next.

Phase I: Selection Begins with Sponsorship

Professional development should begin before an applicant is selected.

The Senior AG Warrant Officer who endorses an applicant's packet should become that individual's first professional sponsor. An endorsement should represent more than administrative support; it should reflect a commitment to preparing the applicant for success.

During this phase, the sponsor should:

- Explain the expectations of the AG Warrant Officer Cohort.
- Prepare the applicant for Warrant Of-

ficer Candidate School (WOCS).

- Discuss technical excellence and professional standards.
- Introduce the importance of lifelong learning.
- Encourage participation in professional organizations such as AGCRA.
- Remain available to answer questions throughout the accession process

Beginning professional development before selection establishes trust and reinforces the profession's values and expectations.

Phase II: Developing Technical Experts During WOBC

The Adjutant General Warrant Officer Basic Course (WOBC) provides the ideal environment to transition sponsorship into mentorship.

While instructors are responsible for technical instruction, they also have the opportunity to shape professional identity by mentoring students beyond the classroom. Instructor mentors should discuss:

- Career planning.
- Graduate education.
- Professional certifications.
- Promotion timelines.
- Broadening assignments.
- Ethical leadership.
- Technical credibility.
- Professional networking

Prior to graduation, every student should be introduced to the Senior AG Warrant Officer at the gaining installation. This simple step establishes continuity before the officer arrives at the next assignment.

Phase III: Professional Integration at the Gaining Installation

Professional development should continue before the warrant officer signs into the unit.

The gaining Senior AG Warrant Officer should establish contact, welcome the incoming officer, explain installation expectations, and provide sponsorship information before arrival.

Within the first 30 days, an initial professional development counseling should address:

- Individual Development Plans.
- Professional Military Education.
- Civilian education goals.
- Technical certifications.
- Assignment expectations.
- Career objectives.
- Long-term professional goals.

Early engagement accelerates integration and helps new warrant officers become productive members of the organization more quickly.

Phase IV: Sustaining Professional Growth

Professional development cannot end after an initial counseling session.

Each installation should establish recurring mentorship and professional development opportunities that allow warrant officers to continue growing throughout their assignments.

Topics might include:

- IPPS-A updates.
- Human resources systems.
- Talent management.
- Readiness reporting.
- Inspection programs.
- Evaluation reports.
- Promotion boards.
- Organizational leadership.
- Work-life balance.
- Ethical decision-making.

These recurring engagements strengthen technical competence while building relationships across the warrant officer cohort.

Phase V: Stewardship Through Transition

One of the most overlooked opportunities in leader development occurs during permanent changes of station.

Before departing an installation, the current Senior AG Warrant Officer should conduct professional exit counseling that reviews accomplishments, identifies future developmental objectives, and updates the officer's professional development plan.

Most importantly, the current mentor should personally introduce the officer to the Senior AG Warrant Officer at the gaining installation. This "warm handoff" ensures continuity and demonstrates that professional development is a shared responsibility across the Corps, not something that begins and ends with individual assignments.

Building a Culture of Stewardship

The ultimate objective of this framework is not simply to create better mentees; it is to develop future mentors.

As warrant officers gain experience, they should naturally transition from receiving mentorship to providing it. Every promotion, assignment, and leadership opportunity becomes another chance to invest in the next generation of AG professionals.

This cycle creates a self-sustaining culture where knowledge is shared, relationships are strengthened, and professional excellence becomes a collective responsibility rather than an individual pursuit.

The AG Warrant Officer Cohort has always been defined by technical excellence. The next step is to ensure that excellence is deliberately transferred from one generation to the next through a structured professional development continuum.

Beginning with packet sponsorship, continuing through WOCS and WOBC, reinforced by installation mentorship, sustained through recurring professional development, and strengthened

through deliberate transitions between assignments, this framework provides a consistent approach to developing AG Warrant Officers throughout their careers.

Professional development is not confined to classrooms or evaluations. It is built through meaningful relationships, shared experiences, continuous learning, and a commitment to developing others.

By moving from selection to stewardship, the AG Warrant Officer Cohort can strengthen its technical expertise, preserve institutional knowledge, and ensure that every warrant officer is prepared not only to lead but to develop those who will follow.

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Mentorship Matters: Building the Next Generation of AG Warrant Officers

By CW5 Eureka S. Price

Mentorship matters because every leader has blind spots. No matter how talented, motivated, or technically prepared a junior warrant officer may be, there are lessons that only experience can reveal. In the Adjutant General's Corps, this makes mentorship more than professional courtesy. It is a responsibility to the cohort.

The AG warrant officer serves in a unique position in the Army. They are connected to the enlisted force through experience, grounded in technical expertise through the warrant officer profession, and trusted to advise officers and commanders at multiple levels. That combination gives AG warrant officers a perspective few others possess. They understand how decisions affect Soldiers, how systems affect organizations, and how technical accuracy supports leadership decisions.

That unique perspective must be passed on.

Junior AG warrant officers often enter the cohort with strong ability and high potential. They know regulations, systems, and processes. They understand how to execute tasks and solve problems. But mentorship helps them grow beyond execution. It teaches them how to think with maturity, how to communicate with confidence, how to ask better questions, and how to recognize issues before they become larger concerns.

People do not know what they do not know. That is not a weakness; it is part of development. The danger is when a young leader is left to learn every lesson alone. Senior warrant officers carry knowledge that was built through years of assignments, mistakes, corrections, successes, and hard conversations. When they mentor, they help junior leaders gain perspective sooner.

Mentorship does not mean forcing the next generation to repeat the past. The Army is changing. Systems, technology, data, talent management, and operational demands will continue to evolve. Good mentorship helps junior warrant officers understand what remains constant while adapting to what is new. It gives them principles, not just stories. It gives them judgment, not just instructions.

This is where AG warrant officer mentorship becomes especially important.

The AG warrant officer is a bridge between communities. They understand the enlisted experience because many lived it. They understand technical depth because that is the foundation of the warrant officer identity. They understand officer-level advising because they are expected to provide recommendations that help leaders make informed decisions. This bridge gives the AG warrant officer credibility across the formation.

That credibility must be developed carefully.

A junior warrant officer must learn how to use expertise without arrogance, how to offer advice without bias, and how to influence without relying on rank alone. They must learn when to speak, how to frame a concern, and how to provide recommendations that are clear, useful, and grounded in the mission. These skills are not mastered through school or doctrine alone. They are shaped through mentorship, observation, feedback, and repetition.

Senior warrant officers have a duty to teach those lessons. They must help junior warrant officers understand the profession behind the position. The goal is not only to help someone get promoted or selected for the next assignment. The goal is to help them become a trusted member of the cohort who strengthens the repu-

tation of every AG warrant officer serving behind them.

That reputation matters.

AG warrant officers are trusted at every echelon because the Army has seen their value as technical experts and professional advisors. Their influence reaches from tactical formations to senior Army environments. That level of trust was built over time by warrant officers who demonstrated competence, character, discipline, and discretion. Every new warrant officer inherits that reputation, and every senior warrant officer has a role in protecting it.

This is why mentorship must be rooted in love of the cohort.

Love of the cohort does not mean soft standards. It means commitment. It means caring enough to teach, correct, challenge, and invest. It means taking time to prepare someone who may one day sit in the room you once sat in, advise leaders you once advised, and carry forward the professional name you helped build.

Without mentorship, development becomes accidental. Some junior warrant officers grow because they happen to serve near strong leaders. Others are left to figure things out alone. That should never be the standard for a cohort with this level of responsibility. The AG warrant officer community cannot leave professional growth to chance.

Mentorship gives junior warrant officers access to conversations that build maturity. How do I handle hard corrections? How do I recover after a mistake? How do I build trust before I need to influence? How do I advise with confidence while remaining humble? How do I remain loyal to the command while staying loyal to the truth? How do I represent the cohort well when no one is watching?

These are not just career questions. They are identity questions.

The best mentors help junior warrant officers understand who they are becoming, not just

what job they are performing. They show them how to carry themselves, how to think through pressure, how to protect their credibility, and how to serve with both competence and character. They also remind them that technical expertise is only part of the profession. The Army also needs warrant officers with judgment, humility, courage, and care for people.

Mentorship matters because the cohort matters. It turns individual experience into shared strength. It helps junior leaders avoid unnecessary mistakes. It keeps standards alive. It honors those who came before while preparing those who will come next.

The AG warrant officer cohort is too important to develop by accident. If the profession is going to remain trusted, respected, and prepared for the future, mentorship must be deliberate. Senior warrant officers must invest. Junior warrant officers must seek growth. Both must understand that mentorship is not extra work. It is how the cohort sustains itself.

Three Tasks to Get Mentorship Right

1. Senior AG warrant officers must mentor with intention.

Senior warrant officers should identify junior warrant officers they can develop and create a consistent rhythm of engagement. Mentorship should include career guidance, but it must go deeper than assignments and promotions. Seniors should teach professional judgment, communication, humility, credibility, influence, and the unwritten lessons of the cohort.

They must also correct with purpose. Honest feedback is not criticism when it is delivered to develop the leader and protect the profession.

2. Junior AG warrant officers must pursue mentorship with humility.

Junior warrant officers should not wait to be developed. They must seek mentors, ask thoughtful questions, and be willing to receive direct feedback. They should ask more than, "What do I need next?" They should ask, "What

am I not seeing? Where do I need to mature? How do I become more trusted? How do I represent the cohort well?"

Humility allows talent to become wisdom.

3. Seniors and juniors must make mentorship practical.

Mentorship should be connected to real experiences. Briefings, counseling moments, mistakes, difficult conversations, decisions, and after-action reviews should become opportunities to grow. Seniors should explain what they saw. Juniors should reflect on what they learned. Both should focus on turning experience into better judgment.

When mentorship becomes intentional, humble, and practical, it becomes more than a conversation. It becomes a professional standard.

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New to the Army, Not Too New to Lead: What Mentorship Taught Me About Leadership

By SPC Angel Hawkins

I have been in the Army for a little under two years, but in that short time I have learned that growth does not wait for comfort, confidence, or perfect timing. However, what I lacked in experience, I made up for with effort, determination, and a willingness to do well.

Before joining the Army, I had never really had a mentor in my life. I was used to figuring things out on my own, learning through trial and error, and pushing forward even when I did not have guidance. That changed when I found a mentor who gave me the tools, knowledge, and support I needed to be successful. My mentor laid the foundation for my growth from day one. She asked me the questions that truly mattered: What do you want from the Army? What do you want to learn? What is your purpose? Over time, those questions evolved into something even more powerful: How can I be a better leader to you? The truth is—she couldn't. Not because she lacked anything, but because she was already the best leader I could have asked for. In just my first two years, she helped me reach every goal I set, and she continues to push me toward new ones. She opened doors I didn't even know existed, introduced me to leaders across the organization, and placed me in rooms where growth was not just possible, but expected. Because of her guidance, I no longer feel nervous speaking with Command Sergeant Majors or Colonels. She helped me build those relationships with confidence and purpose. Her leadership didn't just shape my career—it shaped the leader I am becoming, and it taught me the importance of being resourceful, stepping up, and not being afraid to speak with leaders when the mission or Soldiers require it.

Leadership and mentorship are not limited by rank because even as a junior enlisted soldier,



Specialist Angel Hawkins, left, and Sergeant Major Paola M. De La Rosa-Lloret, Adjutant for the Adjutant General's Corps Regimental Association, pose during the Sun City Chapter AGCRA's "Shaping the Future of the Adjutant General's Corps" professional engagement on Jan. 28, 2026, at the 1st Armored Division Headquarters, Fort Bliss, Texas. Photo by SFC Kyle Larsen.

you can influence your team by sharing knowledge, connecting people with resources, and setting the standard through competence and professionalism. Every interaction in the S-1 shop presents an opportunity either to learn from someone else or to teach what you know. As a junior enlisted Soldier, it is important not to depend solely on your leadership for development. There's a Private I went through Advanced Individual Training with whom still reaches out to me often. We arrived at Fort Bliss at the exact same time, but her experience has been very different. She frequently shares her frustration about not fully understanding her role as a Human Resources professional and receiving little to no guidance from her firstline

leader or anyone in her chain of command.

Whenever she reaches out, I help in any way I can. She always tells me how knowledgeable I am, and while I don't lead for recognition, I do appreciate being appreciated. And she isn't the only one—several Soldiers reach out for guidance, support, or clarity. She is simply one of many. People often say it seems like I advanced quickly, but growth doesn't happen by accident. It requires initiative, humility, and the willingness to seek guidance. I didn't get here alone—I asked questions, pursued mentorship, and stayed committed to learning. That's what allows me to help others now.

That is why mentorship matters, even at the junior enlisted level. Learning how to be a mentee is just as important as learning how to lead. Build professional relationships across all ranks, whether with a general officer or a private. Those connections can provide perspective, open doors, and place you in rooms you may have never imagined yourself entering.

Leadership is influence, not just rank. Junior enlisted Soldiers have opportunities to mentor every day, often in ways they may not immediately recognize. Take the time to speak with new Soldiers and share the lessons, resources, and guidance that helped you grow—especially the things you wish someone had taught you earlier in your career. Being dependable, proactive, and always willing to learn is essential because those qualities build trust and credibility. In the S-1 shop, Soldiers rely on us for answers, actions, and support that affect their careers and their families. Dependability shows that others can count on you. Proactivity shows that you are willing to solve problems before they become bigger challenges. Remaining teachable reminds us that no matter how much we know, there is always room to grow. These traits not only help build a successful career, but they also strengthen the Soldiers and teams we serve.

Master your craft, share your knowledge, emphasize stewardship of the profession, and con-

tinue developing both yourself and those around you. Regardless of where you are in your career or how long you have served, even small acts of mentorship can build stronger Soldiers, stronger teams, and ultimately, a stronger Army.

Specialist Angel Hawkins serves with 3rd Armored Brigade Combat Team, 1st Armored Division, at Fort Bliss, providing human resources and personnel readiness support to more than 4,000 Soldiers. As the Essential Personnel Services Team lead, she ensures timely, accurate HR support while mentoring junior Human Resources Soldiers. She is an active member of the Sun City AGCRA Chapter, supporting the professional growth of the Adjutant General community. Specialist Hawkins holds a Master of Business Administration and is pursuing a professional Human Resources certificate.



Brevet Revival: Strategic Talent Acquisition, the MER Cycle, and IPPS-A Integration

By CPT Abigail E. Wilhelm

The modern brevet promotion is a powerful talent management tool, but it relies entirely on accurate human resources data. For Human Resource professionals, synchronizing the Mission Essential Requirements (MER) cycle with published brevet allocations is an absolute necessity to ensure critical Department of War (DoW) capability gaps are filled.

While both terms describe holding a rank without its full, permanent status, brevet is an honorary reward for service without standard authority, whereas frocking is an authorized early wearing of a rank before its official effective date.

Documented Context: From Battlefield to Talent Management

The concept of the brevet promotion shares its birth year with the Adjutant General's Corps: 1775 (Crane et al., 2019). Originally utilized by the Continental Army to reward battlefield gallantry without lastingly expanding the rank structure, the brevet system reached its peak during the Civil War (Crane et al., 2019). It subsequently lay dormant for nearly a century as the military shifted to temporary promotions in the Army of the United States (AUS) (Crane et al., 2019).

The Fiscal Year 2019 National Defense Authorization Act resurrected the brevet, fundamentally shifting its purpose (NDAA, 2018, Sec. 503). Today, it is not a retroactive reward for combat bravery but a future-oriented talent management tool. It enables commanders to place highly capable junior officers in critical, hard-to-fill billets, providing them the authority and pay of a higher grade (AR 600-8-29, 2020).

Synchronizing this brevet promotion process with the MER cycle and embedding it directly into the Integrated Personnel and Pay System - Army (IPPS-A) transforms a disjointed adminis-

trative procedure into a transparent, data-driven talent market (Army Talent Management Task Force, 2021).

The Tangible Impacts on the Officer

Brevet, not to be confused with frocking, is when an officer arrives at a unit, i.e. as a Lieutenant Colonel, and the billet is for a Colonel. The arriving officer would wear the ranks of Colonel and receive the pay of Colonel, however, upon departure of the unit, the soldier would return to the rank and pay of a Lieutenant Colonel.

For officers supported by unit HR team, a brevet promotion is a significant career accelerator (DA PAM 600-3, 2023). Human resource professionals must thoroughly understand how this impacts the Soldier to properly advise both the chain of command and the individual officer.

The most direct impacts are compensation and authority. The brevetted officer assumes full authority, uniform insignia, and—crucially—the basic pay and allowances of the higher rank while actively serving in the designated billet (NDAA, 2018, Sec. 503).

Furthermore, serving in a brevet status provides documented proof of performance at the next higher grade. Achieving “Most Qualified” (MQ) Officer Evaluation Reports (OERs) in this status makes an officer highly competitive for permanent Centralized Selection Boards (CSBs) (Army Human Resources Command, 2022).

It is vital to communicate that the promotion is tied strictly to the position, not the person. If an officer is reassigned prior to their permanent promotion selection, they immediately revert to their permanent substantive rank (AR 600-8-29, 2020).

Nomination Procedures:

Option 1: Pre-Arrival (Prior to the officer's arrival at the unit). Email Submission. Submit a completed Brevet Panel Card and DA Form 4187 (Brevet Nomination) to the Human Resources Command (HRC) mailbox: usarmy.knox.hrc.mbx.fsd-brevet@army.mil (U.S. Army Human Resources Command, 2024).

Option 2: Post-Arrival (After the officer's arrival at the unit). IPPS-A Submission. Submit a Personnel Action Request (PAR) via IPPS-A, adhering to the Brevet IPPS-A and Panel Card Guide located on the HRC brevet portal.

The Important Intersection: ATAP and the MER

The legislative incentive of a brevet promotion is impractical if it never reaches the marketplace to provide Soldiers and units with full transparency. In the Army Talent Alignment Process (ATAP), the MER cycle acts as the basic demand signal (Army Talent Management Task Force, 2021).

If a unit's S-1 or G-1 fails to properly validate an approved brevet billet during the MER submission phase, that position will simply not populate in IPPS-A. Consequently, the unit becomes entirely unable to leverage the brevet promotion as a recruiting incentive. By deliberately placing emphasis on a brevet billet on the MER, HR professionals ensure it is aggressively advertised to top-performing officers who are actively aiming for advanced responsibilities (Army Human Resources Command, 2023).

Because brevet positions require highly specialized proficiencies, a precise MER allows the command to define exact Knowledge, Skills, and Behaviors (KSBs). This exactness ensures that the marketplace algorithm filters out officers who can meet the stringent requirements for approval.

Avoiding Administrative Complacency

HR professionals must actively guard against administrative complacency during the ATAP

cycle to prevent operational failures. The most frequent pitfall is the default submission error, where units routinely allow the MER to auto-populate using default organizational data rather than performing a deliberate scrub (IPPS-A HR Professional Guide, 2023). If an actively designated brevet billet is not manually prioritized as a "KEEP" requirement, Human Resources Command (HRC) may reallocate the fill to another DoW unit.

Additionally, KSB misalignment poses a severe risk. If the MER submission incorrectly codes the required KSBs, unqualified officers may prefer the job. Because brevet packets require strict validation, assigning a mismatched officer will ultimately result in a rejected promotion packet at HRC, leaving the unit with an unfilled capability gap.

IPPS-A Integration: Strengthening Visibility and Control

Fully integrating brevet authorizations and workflows into IPPS-A transforms the process from a fragmented, manual paper drill into a fully visible, automated system. Historically, brevet opportunities were often hidden within spreadsheets or communicated by word of mouth. IPPS-A centralizes this data, giving the Soldier a direct line of sight into career-accelerating opportunities (IPPS-A Program Management Office, 2023).

For ultimate transparency, linking the brevet flag directly to the billet's Position Number in IPPS-A makes the incentive instantly visible in the assignment marketplace. Over the years, many complaints have highlighted that the brevet submission packet process is too slow. Instead of a lost paper packet, IPPS-A utilizes automated Customer Relationship Management (CRM) workflows, allowing the Soldier to log in and see exactly whose inbox their request is sitting in (IPPS-A HR Professional Guide, 2023).

Additionally, with the Military Pay Program integrating into IPPS-A, the system automatically triggers the pay and allowances for the higher

grade once the action is approved. This modernization eliminates the traditional months-long delay of manually carrying promotion orders to a local finance office.

Empowering Unit Commanders

For the unit, transparency means knowing exactly which critical capabilities are filled and where administrative bottlenecks occur. When strength managers build their MER, IPPS-A systematically flags billets that are on the authorized brevet list, preventing the unit from accidentally failing to advertise the incentive. IPPS-A also allows commands to instantly run queries to display which officers possess the exact KSBs required for the brevet billet, enabling highly targeted recruiting. Ultimately, commanders gain a real-time personnel readiness dashboard, allowing them to clearly see if a critical DoW capability gap is currently being successfully filled by a brevetted officer (Army Talent Management Task Force, 2021).

Recommended Action for Strength Managers

While IPPS-A provides unprecedented transparency, it is only as good as its underlying administrative routing. If a unit's S-1 has not properly established a supervisory organization or the specific promotion routing chain, the brevet request will stall in the system.

Prior to the next ATAP market opening, S-1s and G-1s must undergo a deliberate audit. They must cross-reference projected unit vacancies against the published HRC Active Component Brevet Position List, advise commanders to personally authenticate these billets on the MER, and configure IPPS-A workflows to route seamlessly to HRC. Through mastering this alignment strategy, human resources professionals directly enable DoW mission success.

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Becoming a Combat Multiplier: Lessons Learned from My Time as an S1

By CPT Jeremy Aylward

Soldiers and formations that perform well are often given the distinction of a “combat multiplier”. Rarely does that same distinction attach to staff sections. Almost never is the term thought to apply to the S1 section. Lost paperwork, limited hours of availability, and a lack of focus on Soldier wellbeing degrade the combat effectiveness of units.

But FM 4-1 clearly defines the importance of personnel services within the sustainment warfighting function. S1 sections extend operational reach, prolong endurance, and enable freedom of action. S1 sections across the Army allow Soldiers to focus on the fight instead of their pay, awards, or records. A good S1 is a combat multiplier. This article serves as a practical guide of lessons learned to help junior Adjutant General officers approach the BN S1 position with a winning mindset.

1. Soldiers First

A Soldier who stops by the S1 office is looking for help. Is your section welcoming that Soldier into the office? Are you offering to help that Soldier? Their issue may not be the most important thing on your desk, but it is always important to them. Treating them like it is important by offering help costs you nothing. What's more is that FM 4-1 calls customer service a critical S1 function.¹

“How can I help?” Such a mantra is, in my opinion, the greatest tool in the S1's kit. We can take a problem off a Soldier's plate so they can refocus on the fight. Anytime a Soldier stepped into my office I would greet them with that very question. It immediately sets Soldiers at ease that they are allowed to seek help. And, when the S1 takes special care of Soldier's pay, benefits, readiness, careers, and quality of life, it

creates a winning climate.

But initiative must be measured by discipline. An S1 should also ensure that Soldier's issues are moving through the chain of command. After we helped field a Soldier's question or issue, I would pick up the phone and call their Commander or First Sergeant. There is no faster way to lose trust in an organization than for them to learn at a briefing that they were cut out. You can avoid embarrassment for yourself and the other leaders in your formation by keeping them in the loop on Soldier issues.

2. The Importance of Trust

There are no shortcuts to building trust. Trust is built over time through shared experience, and its foundations are in competence, character, and commitment. For us as Human Resources officers and Soldiers, that means the way to earn the trust of Commanders, First Sergeants, and Soldiers is to get in the trenches with them. Ask Commanders how you can help them accomplish their mission. For me, that meant researching regulations to help them answer personnel questions. When I got confident with what I learned, I created quick reference guides that I sent out to the companies and updated regularly.

If the Commanders and First Sergeants in your formation are worth their salt, they care about their Soldiers. When they witness you fighting for those same Soldiers, they tend to reciprocate. Mission command runs on competence and mutual trust. Staff sections are no exception. Earn their trust and Commanders won't need to breathe down your neck to track the admin status of individuals, instead being able to focus on their own operations. That's the freedom of action we're supposed to deliver, and

freedom of action means multiplying combat power.

Sometimes relationships would strain because of mistakes. Regardless of who was at fault, you should never get involved in the blame game. It is always preferable to treat mistakes as process failures and not personal ones. An uncomfortable moment is when these mistakes are identified and discussed openly in commander update briefs. A tried-and-true method in those situations is to state, “we’ve identified the issue, we’re resolving it, and we’ve changed the process to prevent it from happening again.”

3. Knowing the Regulations

If trust is sustained by competence, Human Resources professionals must increase their competence by owning the regulations. The Army’s mission overall is an attempt to impose order on chaos. We know all too well that Soldier’s lives can become chaotic and create head-scratching situations for even the most seasoned S1 professional. A deep command of the rules and principles is what lets you develop creative solutions to problems never before seen.

Human Resources professionals know that they should be well versed in the regulation personnel series and other G1 proponent relevant regulations. S1 leaders should also be well versed in the core doctrine that helps define our overall mission. Your understanding of what the Army does helps you understand your role in that mission. Additionally, it helps when you apply reason to real-world situations that doctrine can fail to capture or comprehend effectively.

Applying broad theory and doctrine to HR function, like pay, promotions, evaluations, and awards, can help you streamline processes and improve understanding throughout your section. Similarly, rolling up your sleeves and learning how to action common IPPS-A or iPERMS requests will assist your understanding from the bottom up instead of the other way around with doctrine. I wouldn’t expect every S1 officer to be

completing those tasks daily. But being able to assist your Soldiers during busy periods, in addition to knowing what is and isn’t allowed, makes you a combat multiplier.

4. Bring Solutions

The S1 sits at a crossroads of information. Soldiers come to you with their most personal problems. You initiate flags. You process a Soldier’s paperwork when they get married, have kids, or get divorced. Used right, the information that travels through your office can lift the formation. A BN S1 doesn’t hold a lot of independent authority. Your authority comes from advising commanders and assisting Soldiers. Keep the decision-makers informed of emerging issues and show up with courses of action ready, not just problems.

A lot of your influence as an S1 happens outside your formal lane. Finance, BDE S1, and the companies. Leverage your relationships with experienced Warrant Officers at the higher level, with the “can-do” clerk in the finance section, and with stakeholder company commanders.

The trick is to negotiate action by focusing on Soldier interests and not purely regulation or policy positions. You’ll find actors outside your organization are more willing to help you if you focus your energy on the customer service aspect of your role. Figure out what the Soldier, section, or company is seeking as an end result. Frame your solution as helping the section or company as well as the Soldier and you’ll find greater success.

You won’t win every case, which is why knowing the regulation helps make difficult cases winnable. A Soldier may not always get the answer they hoped for, but they will always remember that you took the time to try and help. In the end, the cost to you and your shop may be small, but it could be an immeasurable impact on the Soldier.

I hope that you can integrate some of these

lessons, methodologies, and principles into your work as a BN S1. I hope you find the work, the lives you touch, and the experience rewarding. And I hope that you can continue the work of the Adjutant General Corps as a combat multiplier!

NOTE:

¹ FM 4-1, 4-57: "S-1 sections must strive to provide the

best customer service possible."

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Running the Marathon: What Standing Up a New Battalion Taught Me About Leadership and Psychological Endurance

By 1LT Reynaldo Rodriquez Jr.

On March 12, 2025, my battalion commander offered me what he called a unique opportunity: help establish a new battalion at the U.S. Army Corps of Engineers. Details were limited, and I had three days to decide. Having completed Basic Officer Leadership Course just four months earlier, I recognized it as the Key Developmental assignment I needed. I said yes. What I did not fully understand was that I had just signed up for one of the most psychologically demanding experiences of my career, not because the technical work was impossible, but because nothing in my training had prepared me, even as a prior enlisted, for the sustained mental endurance required to build an organization that did not yet officially exist while simultaneously serving soldiers who expected full operational capability.

This article is written for officers who will face similar assignments, and for the leaders and institutions responsible for preparing them. The Army is reorganizing at a pace that guarantees more officers will be assigned to stand up new units, assume S-1 roles in transitioning organizations, and lead through the particular kind of ambiguity that comes when the mission is clear but the organization is not yet real. The conventional assumption is that technical training plus leadership character equals readiness.

This experience suggests that assumption is incomplete. There is a third variable, psychological endurance, that technical training does not develop and character alone cannot supply. This article documents how that gap becomes visible under pressure and what the Army should do about it.

A brief note on method: this article draws on analytical autoethnography, a research approach that positions the researcher as both participant and analyst, using personal experience as data for developing theoretical insight rather than simply as narrative.¹ The experience documented here is genuine and specific. The analysis connects that experience to broader patterns relevant to any leader navigating organizational startup. The goal is not self-disclosure for its own sake but the translation of a lived experience into actionable insight for the institution.

The Starting Line: When the Organization Does Not Exist

I arrived at Humphreys Engineer Center on May 12, 2025, to serve as S-1 Officer in Charge of a newly established Mission Support Battalion consolidating human resource support for twenty-four directorates and approximately 85 soldiers. As Army doctrine recognizes, "Army

human resources support is a critical function that helps build and maintain combat power for operational commanders throughout the competition continuum and supports warfighters both at home and abroad.”² Four days after my arrival, the outgoing commander retired. The incoming commander assumed command of both the Humphreys Engineer Center and the nascent battalion simultaneously. And critically, the battalion had not yet received official approval from Headquarters Department of the Army.

That last fact defined everything that followed. I was responsible for providing full S-1 support to twenty-four directorates while simultaneously building the systems, procedures, and documentation that would enable that support, all for an organization whose institutional legitimacy remained structurally uncertain. There was no established playbook, no predecessor to call, and no commander's guidance to anchor the work. My supervisor and I built our framework from FM 1-0 (now obsolete), professional judgment, and a 76-task checklist we developed ourselves.

What made this situationally unusual was not the difficulty of the tasks themselves. The tasks were learnable. What made it unusual was the combination of three simultaneous pressures that no pre-assignment preparation had addressed. First, the absence of organizational legitimacy created constant uncertainty about whether the work being done would ultimately count toward anything. Second, the absence of commander's guidance meant there was no authoritative definition of what success looked like, only an evolving list of tasks without a clear hierarchy of priorities. Third, the absence of a predecessor meant there was no institutional memory to draw from. Every decision was original.

Leadership theory offers useful language for what happened next. Blanchard's Situational Leadership II (SLII) model holds that effective leadership requires matching style to a follower's development level, and that a new leader with

high commitment but limited competence, what SLII calls a D1 follower, needs directive guidance: clear instructions, defined roles, and close supervision.³ What I received was the opposite. Leadership at every level was managing its own uncertainties, and I was largely left to operate independently. The result was predictable. I worked harder, compensating for systemic gaps through personal effort. That approach proved unsustainable within weeks. Role clarity, as Yukl identifies, is a foundational mediating variable in organizational performance; without it, sustained effort produces frustration rather than results regardless of individual commitment.⁴

Miles Six through Thirteen: Building Momentum without a Map

Despite the ambiguity, visible progress merged. The 76-task framework gave us measurable milestones. Collaboratively developed Standard Operating Procedures created team cohesion and documented institutional knowledge simultaneously. Each completed task built confidence even as the battalion's approval status remained unresolved. Army doctrine recognizes that leaders must be “inquisitive or intellectually curious” and “eager to understand a broad range of topics and keep an open mind to multiple possibilities before reaching decisions.”⁵ Self-directed learning became the primary development mechanism when the chain of command could not provide it.

The three professional development courses I attended during this period, the Manpower and Force Management Course in July, the IPPS-A Administration Course in August, and passport agent training in late August, were each identified and pursued independently. None were assigned. Each filled a gap that the organizational environment could not fill through normal leadership channels. This pattern, the junior leader identifying, scheduling, and attending development opportunities without organizational direction, is worth naming explicitly. It reflects a coping strategy rather than a deliberate develop-

ment model. It worked, but it should not have been necessary, and it represents a cost that falls entirely on the individual leader rather than being distributed across the organization that benefits from the development.

But technical progress and psychological stability are not the same thing. Deeper questions accumulated beneath the surface: Was this assignment going to count as a legitimate Key Developmental position? Would the battalion ever receive official approval? Was I investing months of effort into an organization that might never formally exist?

These questions reflect what Heifetz and Linsky call the central danger of adaptive leadership: the temptation to treat a fundamentally adaptive challenge as though it were a technical problem.⁶ Technical problems can be solved with existing expertise. Adaptive challenges require leaders to reexamine assumptions, tolerate uncertainty, and develop new frameworks for understanding the situation. I kept trying to solve the psychological burden of uncertainty through additional task completion. That is a technical response to an adaptive problem, and it does not work. The checklist grows. The uncertainty remains. And the gap between the two becomes its own source of demoralization.

Miles Fourteen through Eighteen: Hitting the Wall

The Manpower and Force Management Course at Fort Belvoir in July provided the most important context of the entire assignment. For the first time, I understood clearly why HQDA approval was taking so long. Congressional budget processes, manning authorization requirements, and the bureaucratic complexity of establishing a new unit meant our situation reflected systemic institutional dynamics, not organizational failure. This demanded what Army doctrine describes as mental agility, the capacity to effectively react to change and adapt to dynamic situations.⁷

That clarity helped intellectually. Emotionally,

it intensified the crisis. Knowing why the uncertainty existed did not make the uncertainty easier to sustain. I had committed to an assignment expecting a defined career-building experience and found myself in a role whose legitimacy remained uncertain. The SLII model describes this stage as D2: emerging competence undermined by declining commitment due to sustained situational stress.⁸ Yukl further notes that interpersonal stress disrupts cognitive information processing, making it difficult for leaders to apply their intelligence effectively to novel problems.⁹ I was learning the job while simultaneously losing confidence that the job was worth doing.

This is what marathon runners call hitting the wall. Every resource you thought you had is gone. Your body says stop. Your mind is looking for a rational argument to quit. I had one ready: the assignment might not qualify as a legitimate Key Developmental position. That is not a small concern for an officer four months out of BOLC. The Key Developmental assignment is a defined career requirement. Its absence from an officer's record is visible. I was not being dramatic when I considered leaving the assignment. I was performing a rational career calculation with genuinely uncertain inputs.

What is important to acknowledge here is that this crisis was not a character failure. The psychological wall I hit was a predictable structural outcome of the conditions I was operating under. A D1 follower operating without appropriate leadership support, in an organizationally illegitimate environment, without role clarity, without a predecessor's institutional memory, and without any formal mechanism for acknowledging the difficulty of the situation will eventually hit this wall. The Army should not be surprised when that happens. It should be prepared for it.

There is also a less obvious dimension to this crisis worth naming. The chain of command was not indifferent. As I came to understand

later in the assignment, when the battalion commander became more engaged and communicative, his earlier distance likely reflected his own developmental stress. He was a new commander simultaneously managing organizational startup, an uncertain approval timeline, and the demands of his Humphreys Engineer Center responsibilities. He was operating at his own D2 level in some respects. Leaders at every level face their own developmental demands, and those demands compress their capacity to provide appropriate guidance downward. The SLII mismatch I experienced was not the product of poor leadership intent. It was the product of an organizational environment that placed multiple leaders simultaneously in ambiguous developmental territory without adequate support for any of them. That systemic dynamic is the real leadership challenge, and it will repeat in every new unit standing up across the Army.

My academic mentors at the University of Miami helped reframe the experience during this period. Their perspective, that building organizational systems from scratch represents experience few officers ever receive, shifted the analytical frame without changing the material circumstances. It was not enough on its own. But it was the beginning of a shift that would prove decisive.

Miles Nineteen through Twenty-Two: The Conversation That Changed Everything

My wife provided the turning point. During the assignment's lowest point, she offered a reframe that no professional conversation had produced: the frustration I felt was evidence of genuine investment, not personal inadequacy. Caring enough to struggle meant the work mattered. That reframe redirected my psychological energy from external validation toward relational accountability. People depended on my performance, not just the twenty-four directorates that needed HR support, but the family that had relocated and reorganized their lives around this assignment. That was a foundation that institutional uncertainty could not undermine.

Heifetz and Linsky identify the confidant as an indispensable resource for leaders doing adaptive work, noting that confidants provide the capacity to "put you back together again at the end of the day" by offering perspective untethered from organizational stakes or career calculations.¹⁰ The confidant's value lies precisely in their distance from those stakes. A colleague or superior cannot provide this function cleanly because their own interests are entangled with yours. A spouse, a mentor, or a trusted friend outside the chain of command can offer perspective genuinely untethered from the career calculations that distort judgment when the pressure is highest. The Army does not formally account for this resource in leader development frameworks. It should.

The marathon training itself served a parallel function. Heifetz and Linsky describe sanctuary as a necessary structure for leaders doing difficult adaptive work, a place of reflection and renewal where one can "reaffirm a deeper sense of self and purpose" away from the pressures of the leadership challenge.¹¹ Every day, the training provided a domain governed by clear cause and effect, measurable progress, and internally defined success. Regardless of what happened with HQDA approval, the miles logged were real. This is not a minor psychological point. Leaders under sustained ambiguity need at least one domain in their lives that operates by reliable rules. For me it was marathon training. For others it might be something different. The structure matters more than the specific activity.

Miles Twenty-Three through Twenty-Six: Finishing Strong

Returning from the IPPS-A Administration course in August with enhanced technical capability and renewed psychological clarity, the assignment shifted fundamentally in how it felt. The SOPs, checklists, and documented procedures we were building were not just compliance artifacts. They were the resource I had wished existed when I arrived in May. Future S-1 OICs

facing similar challenges would find a foundation rather than a blank page. That reorientation, from task completion to legacy creation, provided motivation that no external recognition could match or undermine. The SLII model characterizes this as movement toward D4: high competence and high commitment sustained by internalized purpose rather than external validation.¹²

On September 2, 2025, I completed the comprehensive Standard Operating Procedures document and submitted it for review. That same week, I built a SharePoint site distributing our how-to guides, checklists, and ongoing communication channels to all supported directorates. The SOP returned with extensive corrections. That was not discouraging. It was the post-marathon analysis: examining splits, identifying what to fix, preparing for better performance in the next cycle.

On September 20, 2025, I ran my marathon. It did not go as planned. My time fell short of projections. I developed blisters, cramped severely at mile 17 and again at mile 20, and considered quitting. I finished because too many people were waiting at the finish line and the goal remained in sight. The parallel to the battalion establishment was precise in every detail.

What the Army Needs to Learn from This

The personal story matters only insofar as it illuminates an institutional gap. Based on this experience, three recommendations warrant serious attention from Army leader development professionals.

Prepare officers for adaptive challenges, not just technical problems. Professional Military Education trains officers extensively for technical problems: tactics, procedures, battle drills, and decision-making under tactical pressure. It provides minimal preparation for the adaptive challenge of sustained institutional uncertainty. Heifetz and Linsky identify treating adaptive challenges as technical problems as “the single most common source of leadership failure”

across organizational contexts.¹³ ADP 6-22 calls on leaders to be comfortable with ambiguity and able to adjust rapidly while continuously assessing the situation.¹⁴ But being told to be comfortable with ambiguity and being trained to tolerate it productively are different things. PME can close this gap. Structured simulations of organizational startup, case studies of leaders who built new units without established frameworks, and explicit instruction in adaptive leadership principles would all contribute. Resilience training should go beyond physical standards to include psychological frameworks for finding meaning in ambiguous assignments, managing motivation when external validation is absent, and recognizing the difference between a genuinely failing situation and a difficult one that requires endurance rather than exit. The goal is not to eliminate the difficulty of these assignments. The difficulty is where the development happens. The goal is to ensure officers arrive with the psychological tools to process uncertainty without it becoming a crisis of purpose.

Integrate situational leadership principles into leader development doctrine. The SLII mismatch documented here is almost certainly not unique to this assignment. When organizations stand up new units, assign officers to transitioning commands, or place junior leaders in roles without established predecessors, the probability of a D1 follower receiving S4 leadership is high. Senior leaders managing their own organizational pressures frequently default to delegation regardless of the follower's development level. This is not indifference. As I came to understand later in my assignment, when the battalion commander became more engaged and communicative, his earlier distance likely reflected his own developmental stress as a new commander managing organizational startup simultaneously. Leaders at every level are navigating their own D-level challenges. But the downstream effect on junior leaders is real and predictable, and the Army currently has no formal mechanism for identifying or addressing it. Integrating situation-

al leadership principles into leader development doctrine would give both senior and junior leaders a shared vocabulary for diagnosing and correcting these gaps.¹⁵ Senior leaders would understand that delegating to D1 followers is not efficiency. Junior leaders would understand their own development level and know how to seek appropriate guidance from alternative sources when their chain of command cannot provide it.

Build evaluation frameworks that recognize organizational startup as legitimate performance. Talent management processes do not currently account for the unique contributions of leaders building new organizational capabilities. ATP 1-0.1 recognizes that HR support is critical to determining current combat capabilities and projecting future requirements.¹⁶ An officer who spends nine months creating the institutional systems that make that support possible is performing work of genuine operational significance. But that work does not map cleanly onto traditional evaluation metrics. The officer evaluation report was not designed to capture systems creation, knowledge documentation, SOP development, or institutional capacity building. Without evaluation mechanisms that recognize these contributions, the Army sends an unintended message to high-potential officers: building something new from nothing is a career risk, not a career opportunity. The downstream consequence is that the officers most likely to succeed in these assignments, those willing to tolerate ambiguity and invest in building rather than executing, are the same officers most likely to be penalized in talent management processes that reward visible, measurable individual performance over institutional contribution. Correcting that signal requires deliberate changes to how talent management initiatives assess and credit leaders in organizational startup roles, including senior rater guidance that explicitly values organizational development work and mentorship programs that connect officers in startup assignments with experienced leaders who can accurately characterize their contributions.

The Finish Line Is Not the End

What made completion of this assignment possible was not technical competence. The technical skills were learnable and were learned, through doctrine, courses, and mentorship. What made completion possible was the psychological capacity to sustain performance through months of institutional uncertainty without external validation, clear metrics, or organizational momentum.

That capacity cannot be issued at BOLC. It cannot be uploaded through a course. It develops through challenge, reflection, honest relationships, and the deliberate construction of meaning in situations where meaning is not provided. The Army asks officers to lead through exactly these conditions with increasing frequency as it reorganizes, realigns, and establishes new capabilities to meet evolving mission requirements. The institution owes those officers better preparation than it currently provides. Not protection from difficulty. The difficulty is where the growth lives. But preparation: the frameworks, the mentorship, the evaluation systems, and the honest acknowledgment that psychological endurance is a leadership requirement just as real as tactical proficiency.

For any officer reading this who is currently in the middle of a similar assignment uncertain whether the effort is worth it and whether the organization will ever fully recognize what you are building: keep running. The finish line is real. The path you are creating will be easier for the officer who follows you. And the struggle you are sustaining right now is not evidence of inadequacy. It is evidence that you are doing something genuinely hard in service of something genuinely worth doing.

Endnotes

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¹⁰Heifetz and Linsky, *Leadership on the Line*, 200.

¹¹Heifetz and Linsky, *Leadership on the Line*, 204.

¹²Northouse, *Leadership: Theory and Practice*, 178-206.

¹³Heifetz and Linsky, *Leadership on the Line*, 31.

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¹⁵Northouse, *Leadership: Theory and Practice*, 178-206.

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Beyond Personnel Actions: Why Project Management Belongs in the Army HR Profession

By SGM (Ret) Matt Quick

For 25 years, I proudly served in the Adjutant General's Corps.

Throughout my career, I watched Army Human Resources professionals accomplish extraordinary things. We managed accountability during deployments, supported casualty operations, executed promotions and evaluations, processed awards, maintained readiness data, supported organizational transformations, and helped commanders make decisions that directly affected Soldiers and their Families.

We called it personnel management, human resources support, or simply getting the mission done. Looking back, much of what we were doing was also project management: temporary, coordinated work with defined outcomes, timelines, stakeholders, risks, dependencies, and measures of success.

Project management is not a replacement for

technical HR expertise. It is a complementary skill that can help Army HR professionals organize work, communicate more effectively, manage change, reduce errors, and deliver better outcomes for commanders and Soldiers.

Army HR Work Is Filled with Projects

The Army defines the purpose of the Adjutant General's Corps as providing manpower and HR support to commanders at every echelon to improve readiness and operational capability.

Some HR work is recurring operations: routine personnel actions, strength reports, and daily readiness updates. But many larger efforts led by S-1s, G-1s, HR companies, personnel readiness teams, and headquarters staff are projects because they are temporary efforts designed to achieve a specific result.

Consider a few common examples:

- Transitioning a unit to a new HR information system
- Preparing personnel readiness for a deployment
- Correcting a backlog of evaluations or awards
- Executing a mass promotion or reassignment initiative
- Planning HR support for a major training exercise

Each effort has a beginning and an end. Each requires coordination across multiple organizations. Each involves risks, timelines, responsibilities, and expected outcomes.

That makes project management relevant at every level of the AG profession.

From Activity to Outcome

Army HR professionals are often extremely busy, but activity alone does not guarantee progress. A team may process hundreds of actions, attend meetings, build trackers, and produce weekly reports, but still fail to resolve the underlying problem. Project management helps leaders move the conversation from activity to outcome.

For example, “Conduct a records review” describes an activity. A stronger project outcome would be: “Review and correct the personnel records of 95 percent of assigned Soldiers within 60 days, prioritizing deployable personnel and resolving all readiness-impacting discrepancies.” That statement gives the team a purpose, timeline, measurable target, and operational priority.

Five Project Management Skills That Strengthen Army HR

1. Defining the Requirement

Many HR problems begin with an unclear

requirement. A commander may direct the S-1 to “fix evaluations,” “clean up the data,” or “improve in-processing.” Those directions identify concerns, but they do not fully define the desired outcome.

Project management teaches professionals to clarify the problem, establish the scope, identify requirements, and determine what completion actually means. This prevents teams from working hard on the wrong problem or allowing the requirement to expand continually without additional time or resources.

2. Stakeholder Management

Army HR never operates independently. Almost every major HR effort involves many stakeholders such as commanders, command sergeants major, supervisors, Soldiers, subordinate units, higher headquarters, finance offices, and legal teams.

Each stakeholder has different responsibilities, expectations, and levels of influence. Project management provides a disciplined way to identify these stakeholders, understand their needs, establish effective communication strategies, and involve the right people before problems become emergencies.

3. Risk Management

A Soldier may arrive at a deployment platform without a completed action. An evaluation backlog may affect a promotion board. Incorrect data may distort a unit's readiness picture. A system transition may interrupt essential personnel services.

HR professionals regularly manage risks, even when they do not use that terminology. Project management encourages teams to identify risks before they become problems.

A basic HR risk register could document:

- The potential risk
- The likelihood of it occurring
- The possible impact

- The person responsible for monitoring it
- The action that will reduce the risk
- The contingency plan if it occurs

This process gives commanders greater visibility and helps the HR team move away from reacting to problems and toward anticipating them.

4. Roles and Accountability

Many HR initiatives struggle because everyone is involved, but no one clearly owns the outcome. Project management tools such as a responsibility assignment matrix identify who is responsible for completing the work, who is accountable for the result, who must be consulted, and who needs to be informed.

This is especially useful during major exercises, inspections, system transitions, records campaigns, and deployment preparation. Clear ownership reduces duplicate work, missed suspense dates, and questions about who is responsible for any given task.

5. After-Action Learning

The Army has a strong tradition of after-action reviews, but lessons are not always incorporated into the next HR effort. Project management emphasizes closing a project deliberately. That includes confirming completion, documenting results, capturing lessons, preserving useful templates, and transferring remaining responsibilities to the appropriate operational owner.

Deliberate project closure helps set future HR efforts up for success. The goal is to identify what should be repeated, improved, or avoided next time.

Project Management Is a Leadership Skill

Project management is fundamentally about leadership. For AG leaders, this matters because technical accuracy and mission impact increasingly depend on the ability to lead cross-functional work, not just process individual ac-

tions.

It requires leaders to establish priorities, organize people, communicate expectations, balance resources, resolve conflict, manage uncertainty, and remain accountable for results. Army HR professionals practice many of these skills each day.

How Army HR Professionals Can Begin

Not every AG professional needs to become a certified project manager. However, nearly every AG professional can benefit from basic project management education. Formal project management education helps place a common framework and vocabulary around that experience. It also helps HR professionals communicate the value of their work in language that resonates across military, civilian, and professional settings.

Learn the Fundamentals

Begin with introductory courses covering project life cycles, scope, schedules, stakeholders, risk, communication, and team leadership. These concepts can be applied immediately to unit initiatives, even without pursuing a certification.

Apply the Skills at Work

Choose a real HR challenge and manage it as a project: write a short problem statement, define the desired outcome, identify stakeholders, establish milestones, assign responsibilities, track risks, measure the results, and conduct a closing review.

Consider an Entry-Level Certification

The Certified Associate in Project Management (CAPM)® certification can provide a foundation for junior leaders and professionals who want structured project management knowledge but do not yet have extensive experience leading projects.

Document Your Experience

More experienced HR leaders may already have the project leadership background needed

to pursue the Project Management Professional (PMP)® certification. This certification requires documentation of your project experience, so it is useful to track major initiatives as they happen, including the objective, timeline, responsibilities, stakeholders, challenges, actions, and results. Capturing these details in real time is more effective than trying to recall them later.

A Complement to the AG Profession

The AG Corps has always adapted. Our systems and organizations have changed. The data available to commanders has changed. The expectations placed on HR professionals have continued to grow.

Technical competence will always remain essential. Army HR professionals must understand policy, systems, readiness, accountability, talent management, and personnel services.

But technical knowledge alone is not enough to lead complex change. Project management does not require Army HR professionals to abandon the language, values, or technical expertise of the AG Corps. It gives them an additional framework for organizing work, communicating value, and delivering measurable results.

After spending my entire 25-year Army career in the Adjutant General's Corps, I remain deeply proud of our profession. I am also convinced that project management education can make our profession even stronger.

Matt Quick is a retired U.S. Army Sergeant Major who served for 25 years in the Adjutant General's Corps. He is a lifetime member of the Adjutant General's Corps Regimental Association, a member of the Iron Mike Chapter, and a recipient of the MG Horatio Gates Bronze and Gold Medals. He currently serves as Head of Military Affairs at Project Management Institute, where he advocates for the military community and helps service members, veterans, and military spouses connect their military experience to the project profession.



Before The First Round is Fired: How AG Professionals Shape Readiness

By MSG Brandy Jackson-Frazer

This article argues that Adjutant General's (AG) professionals multiply readiness when human resources teams transform personnel data into operational understanding, Army Musicians carry history and Army identity into the community, Career Counselors retain trained talent, and Recruiters help build the future force. Together, these people-focused professionals connect command teams to the human dimension of readiness by forecasting risk, protecting capability, preserving trust, and telling the Army story to the formations and communities we serve.

The Sun City Chapter Operates Across a Readiness Community

The Sun City Chapter of the Adjutant General's Corps Regimental Association (AGCRA) serves in a unique Army community. Fort Bliss is not a single-mission installation. It is home to a broad tenant-unit footprint that includes the 1st Armored Division, Fort Bliss Garrison Command, 32d Army Air and Missile Defense Command, 11th Air Defense Artillery Brigade, Joint Modernization Command, Joint Task Force

North, 5th Armored Brigade, 93d Military Police Battalion, Army Field Support Battalion-Bliss, the United States Army NCO Academy, and William Beaumont Army Medical Center. The 1st Armored Division is publicly described as an armored division of approximately 17,000 Soldiers with tanks, artillery, attack helicopters, Bradley Fighting Vehicles, transport helicopters, and sustainment capabilities.

That environment creates a powerful opportunity for the Sun City Chapter. AG professionals at Fort Bliss touch armored formations, air defense units, medical organizations, sustainment teams, modernization efforts, garrison functions, training institutions, community events, and Army Music missions. The chapter can connect Humans Resources (HR) professionals, Army Musicians, leaders, veterans, civilians, and community partners who all contribute to the same larger mission. When AG professionals share lessons, identify trends, and learn from one another, they strengthen more than one HR operations, one performance team, or retention and recruiting goal. They strengthen the AG Corps across the installation.

June 2026 captured the 1st Armored Division Combat Aviation Brigade hosting a Sun City Chapter AGCRA event where HR Professionals across the installation shared knowledge and networked with one another. That kind of gathering is exactly where the chapter adds value. It creates a professional space where AG Soldiers can exchange lessons, strengthen relationships, and carry those lessons back to their organizations.

HR Forecasting Protects Crew Lethality

One way to show the value of HR is to examine achievements that appear, on the surface, to belong only to maneuver formations. Iron Heroes is a 1st Armored Division competition series that identifies the best Tank, Bradley, Paladin, Squad, NCO, and Soldier within Old Ironsides to represent the division throughout the year in Department of the Army competitions.

Public reporting describes Iron Heroes as a premier readiness event that tests physical fitness, weapons proficiency, vehicle crew coordination, and tactical decision-making.

Those achievements do not happen by accident. A tank crew qualifying during gunnery or competing during Iron Heroes depends on more than weapons proficiency. It depends on crew integrity. The tank commander, gunner, loader, and driver must be available, trained, stable, and protected through the training progression. This is where HR professionals help shape readiness before the event begins. HR professionals forecast gains, losses, schools, leave, profiles, temporary duty, promotions, pending moves, inbound replacements, and other personnel factors that may disrupt the crew before qualification.

For example, HR professionals supporting gunnery should not wait until the week of qualification to discover that a loader is scheduled for professional military education, a driver has a pending PCS loss, a gunner is projected for temporary duty, or a tank commander is being considered for a competing tasking. HR Professionals can identify those risks during the planning cycle, display them against the training calendar, and work with command teams, career counselors, master gunners, and operations teams to protect the crew or identify a trained alternate early. The goal is not to simply fill a name on a roster. The goal is to help the formation lock in the right people long enough to train as a crew, certify as a crew, and excel in their warfighting function.

Retention and Recruiting Extend the Operational Fight

Retention is another critical part of the operational fight. The Career Counselor advises command teams on retention, reclassification, career progression, separations, attrition management, and reenlistment decisions for Soldiers already serving in the formation. That role is more than a personnel service. It is capability preservation. When a trained tank crew member, experienced

Senior HR Sergeant, Army Musician, mechanic, medic, air defender, or sustainment Soldier is deciding whether to continue serving, the organization is not only managing an individual career decision. It is managing risk to the mission.

Recruiters extend that same fight forward. They build the future formation by identifying, informing, and inspiring qualified men and women to serve. A unit that needs a trained driver, gunner, HR specialist, musician, medic, or maintainer tomorrow depends on the talent pipeline being built today. Recruiters also serve as community-facing ambassadors. Like Army Musicians, they connect the Army to the public, explain the value of service, and help communities understand the Soldiers and missions behind the uniform.

This creates a complete people-readiness cycle. Recruiters help bring talent into the Army. Career Counselors help retain proven talent already serving. HR professionals account for, forecast, stabilize, and support that talent inside the formation. When those functions communicate, command teams gain a stronger picture of current capability, projected losses, future gains, and the human risk that may affect readiness.

For example, a tank crew preparing for gunnery may look complete on a roster, but the crew is still vulnerable if one Soldier is approaching an ETS window, pending reassignment, or undecided about continued service. A band preparing for a major community performance may have the right musicians today, but the formation still loses capability if experienced performers, leaders, or technical specialists are not retained or replaced in time to train the next team. Retention and recruiting help leaders see those risks beyond the current week, current slide, or current training event.

Recognition Preserves the Culture of Excellence

The 1st Armored Division's gunnery recognition effort reinforces this point. In 2026, the division introduced a gunnery patch to recognize

crews who exceeded Army qualification standards during Table VI gunnery. Distinguished crews scored above 900 points while qualifying on nine of 10 engagements, and Superior crews scored above 800 points while qualifying on at least eight of 10 engagements.

That recognition is about more than a patch. It reflects disciplined training, crew stability, repetition, confidence, and leaders who understood that people had to remain aligned long enough to achieve excellence. HR professionals support that culture by helping formations forecast who is available, protect trained teams, process recognition accurately, update Soldier records, and document the achievement so the story is not lost. Recognition is not a side effect of readiness. It is part of how a formation reinforces standards and communicates what excellence looks like.

International Competition Shows the Power of Stable Teams

The same principle applies at the international level. In 2025, a four-man crew from 1st Battalion, 67th Armored Regiment, 3rd Armored Brigade, 1st Armored Division, won the U.S. Army Europe and Africa International Tank Challenge, achieving the first American victory in that competition. The achievement demonstrated armored excellence, but it also showed the power of stable, prepared, and protected teams.

That kind of success begins long before the final score. It requires a formation to identify the right crew, stabilize the right Soldiers, forecast personnel turbulence, protect training time, track alternates, and avoid preventable friction. An unforecasted school conflict, a pending PCS loss, a late personnel action, or a failure to identify an inbound replacement can affect the team before it ever reaches the competition. HR professionals help leaders see those risks early enough to act. When HR is integrated into the operational planning rhythm, personnel data becomes a tool that protects combat power.

Army Music Carries History, Morale, and

Community Trust

The 1st Armored Division Band carries a different but equally important AG mission. These Soldiers are exceptional because they are not only performers. They are trained Army professionals who preserve military tradition, support ceremonies, render honors, represent the division, and build trust with the public. Army Bands are designed, equipped, and trained to provide live music to Soldiers in deployed and austere environments, render honors, support military ceremonies, and engage Soldiers, Families, veterans, and audiences nationally and internationally. That is not entertainment alone. It is historical preservation, morale support, and strategic communication through the language of music.

A band performance may not look like a gunnery table, but it is still a readiness event. It requires mission analysis, scheduling, rehearsals, instrument proficiency, uniform standards, travel coordination, leader engagement, and a team that understands the meaning of the event. A bugler rendering honors, a ceremonial ensemble supporting a military event, or the 1st Armored Division Rock Band performing in the community all carry the same message: the Army remembers its history, values its people, and remains connected to the nation it serves.

The public impact is visible across the Fort Bliss, El Paso, and White Sands region. The National Park Service (NPS) identified the Fort Bliss 1st Armored Division Rock Band as the featured concert for White Sands National Park's June 2026 Full Moon Night event celebrating America's 250th anniversary. NPS described the 1AD Rock Band as a musical performance group of Soldiers whose mission is to promote the United States Army and build stronger relationships with surrounding communities through music. Fort Bliss MWR and regional promotion also identified the 1st Armored Division Band as part of Pop Goes the Fort, a community-facing celebration tied to America

250.

Those events show why Army Music is needed. The Band gives the community a direct, positive, human connection to the Army. It places disciplined Soldiers in front of Families, veterans, civic leaders, visitors, and neighbors. It helps the public experience the Army through excellence rather than distance. It also preserves the historical value of military music by carrying ceremonial traditions into modern community spaces. For AG professionals, this is part of our story. The Band is not an accessory to the Corps. The Band is one of the clearest public expressions of the Corps's responsibility to people, history, morale, and trust. To translate this strategic focus into daily operations, AG professionals can utilize the following five practical tools to actively shape readiness, preserve trust, and protect combat capability.

Tool 1: Build an AG Network Beyond Your Own Organization

HR professionals should connect with other AG professionals, including Army Band Soldiers, Recruiters, and Career Counselors, inside and outside their assigned organizations. Every HR Professional team, battalion, brigade, tenant unit, band, recruiting station, retention team, and chapter has lessons worth sharing. A challenge solved in one unit can become a best practice for another. A lesson learned during gunnery, deployment, a competition, a community event, a recruiting engagement, a retention effort, or a major training exercise can prevent another team from repeating the same setback. The Sun City Chapter can help create that network by bringing AG and people-enterprise professionals together to share experiences, build trust, and strengthen each other personally and professionally.

Tool 2: Collaborate With Maneuver and Sustainment Leaders

AG professionals must collaborate with maneuver and sustainment leaders to develop a realistic picture of what the organization needs

operationally. HR professionals cannot only look at names, numbers, and transactions. The HR professionals must understand the training calendar, competition timeline, deployment requirements, replacement flow, sustainment picture, and commander's priorities.

Tool 3: Look for Gaps Continuously and Bring Solutions

Senior HR professionals should continuously look for gaps and bring both challenges and solutions to command teams. The goal is not to simply identify problems. The goal is to help leaders act early. If a certified crew is projected to lose a Soldier before gunnery, HR and the Career Counselor should help identify the risk. If a band team is scheduled for a community event while key personnel are unavailable, HR should help leaders see the friction. If recruiting trends, accession timelines, or replacement flow affect future manning, leaders should understand that risk before it becomes a vacancy. Working closely with command teams allows HR professionals, Career Counselors, and Recruiters to shape the right approach before concerns become readiness failures.

Tool 4: Document Lessons Learned and Share Progress

AG professionals must document lessons learned and HR operations progress so others can benefit. Too many lessons stay inside one shop, one leader book, one after action review, or one person's memory. When we document what worked, what failed, and what improved, we strengthen the next team. If one HR Professional team develops a better way to forecast crew stability before gunnery, that process should be shared. If one team learns how to better support community events without creating personnel friction, that lesson should be captured. If the Band demonstrates a powerful way to connect the division to the community, that story should be preserved. If the chapter highlights how AG professionals enabled readiness, history, and trust, that story should inspire others

to do the same.

Tool 5: Treat Recruiting and Retention as Capability Preservation

AG professionals should treat recruiting and retention as part of the operational picture. Recruiters help create the future force. Career Counselors help preserve the proven force. HR professionals help stabilize and support the present force. When these functions work together, leaders can better understand talent risk, protect critical skills, identify future manning concerns, and preserve continuity across crews, sections, teams, and community-facing missions.

Conclusion

The AG Corps story is not limited to paperwork, systems, reports, ceremonies, or performances. It is found in the tank crew that stayed together long enough to certify and win. It is found in the Army Musician who carried history, morale, and Army identity into the community. It is found in the Career Counselor who helped retain experienced talent before the formation lost capability. It is found in the Recruiter who connected with a community and helped bring the next Soldier into the Army. It is found in the command team that made a better decision because the Senior HR Sergeant brought forward the right personnel picture at the right time. It is found in every people-focused professional who looked beyond the transaction and saw the larger mission.

As AG professionals, we must continue to connect, collaborate, forecast, advise, perform, recruit, retain, preserve, and document. Through the Sun City Chapter, we have an opportunity to strengthen AG professionals and people-enterprise partners across Fort Bliss, preserve lessons learned, and tell the stories that show how people remain the center of readiness. When we protect the right people, at the right time, for the right mission, we strengthen the formation before the first round is fired, before the first note is played, before the next Soldier signs a contract, and before the next mission begins.

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Master Sergeant Brandy Jackson-Frazer serves as the Brigade Senior Human Resources Sergeant for 3rd Armored Brigade Combat Team, 1st Armored Division, overseeing personnel readiness for more than 4,000 Soldiers across seven battalions. She was previously recognized as the Army recipient of the Department of Defense Liz Blanc Exceptional Sexual Assault Response Coordinator of the Year Award.

Master Sergeant Jackson-Frazer holds a bachelor's degree in Organizational Management and a Department of Defense Prevention Workforce Tier 2 Credential. She also serves as Senior Vice President of the Sun City Chapter, AGCRA, strengthening the chapter through mentorship, professional development, member recognition, and community engagement. Her leadership philosophy is simple: take care of Soldiers and leave every organization stronger than she found it.

HOW DID WE GET HERE? A Reflection on the Evolution of Army Human Resources

By CSM (Ret) Brian C. Sanders

There was a time when the heartbeat of Army Human Resources could be heard from inside a Personnel Services Battalion (PSB).

Not a battalion merely supported by HR Soldiers – but a battalion built by HR Soldiers. Every hallway. Every detachment. Every office. Every leader. AG brass.

Young Soldiers walked into formations where mentorship was not scheduled, it was ambient.

Technical mastery was not optional—it was expected. Pride in the profession was not taught through PowerPoint slides—it was absorbed through daily immersion in a culture of excellence.

Before Personnel Services Delivery Design (PSDR). Before modularity. Before decentralization. There was the PSB.

For many of us, that era represented more

than a force structure – it represented identity.

While the Army transformed for valid operational reasons, understanding what we gained—and what we lost—is essential if we hope to preserve the soul of the Adjutant General's Corps for future generations.

A Battalion Full of HR Soldiers

Imagine a battalion full of HR Soldiers—every desk, every detachment, every leader wearing Adjutant General's Corps brass. That was the environment before PSDR. PSBs, often nested under Soldier Support Battalions (SSBs) alongside Finance organizations, served as centralized hubs for personnel and finance operations across major Army installations. Fort Bragg, Fort Hood, Fort Bliss, and countless others operated under this structure for decades.

This was more than administrative convenience. It was a professional ecosystem.

Pay, leave, Standard Installation and Division Personnel System (SIDPERS) accountability, promotions, evaluations, awards, orders, transitions, casualty reporting, postal operations, and readiness management all flowed

through interconnected organizations staffed almost entirely by AG professionals.

Because everyone was AG, everyone understood the mission. If a junior Soldier struggled, another expert was nearby. If systems failed, a Warrant Officer knew how to fix them. If leaders needed guidance, mentorship existed at every level.

Connectivity was constant. Mentorship was ambient. Technical mastery was expected.

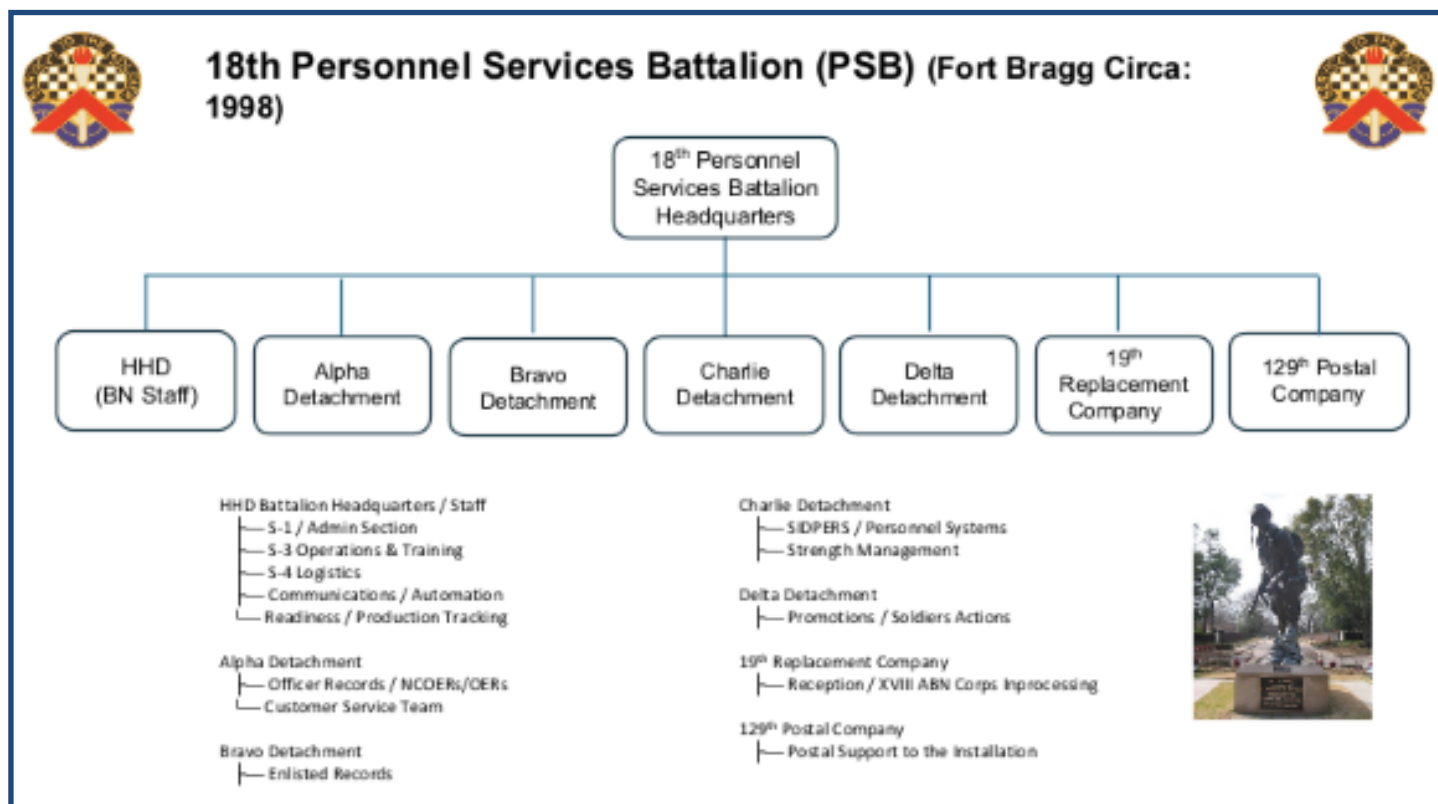
“Imagine a battalion full of HR Soldiers—every desk, every detachment, every leader wearing AG brass.”

And for many AG Soldiers, those organizations became home.

The 18th Personnel Services Battalion, Fort Bragg, North Carolina – 1998

At Fort Bragg in 1998, the 18th Personnel Services Battalion stood as a reflection of what centralized HR excellence looked like during the height of XVIII Airborne Corps operational readiness.

The organization (depicted below, circa



1998) included:

- Headquarters and Headquarters Detachment (HHD)
- Alpha Detachment
- Bravo Detachment
- Charlie Detachment
- Delta Detachment
- 19th Replacement Company
- 129th Postal Company

Each detachment had a defined mission:

Alpha Detachment

- Officer records
- OERs/NCOERs
- Customer service operations

Bravo Detachment

- Enlisted records management

Charlie Detachment

- SIDPERS operations
- Strength management
- Personnel accountability

Delta Detachment

- Promotions
- Soldier actions

19th Replacement Company

- XVIII Airborne Corps reception and in-processing

129th Postal Company

- Installation-wide postal support

This structure created something the modern force rarely experiences: redundancy, connectivity, and technical density. The Corps was not scattered across dozens of isolated S-1 shops. It was nested together. That mattered more than we realized.

The Specialists Who Built the Corps

Before CMF 42, the AG Corps was built on specialization.

The force relied on technical experts who spent years mastering narrow lanes of expertise:

MOS	Title
71L	Administrative Specialist
75B	Personnel Administration Specialist
75H	Personnel Services Specialist
75F	Personnel Information Systems Specialist

These Soldiers became experts in:

- personnel systems
- records management
- evaluations
- promotions
- accountability
- SIDPERS operations
- strength reporting

And standing behind many of those systems were AG Warrant Officers. 420A Human Resources Technicians were often the institutional memory of the organization.

They protected technical integrity. They ensured standardization. They understood the systems when no one else did.

If the Battalion Commander drove mission, and the CSM drove standards, then the Warrant Officer protected accuracy. That level of technical density created confidence, and confidence created trust.

Why the Army Changed Everything

The Army did not consolidate MOSs into CMF 42 simply for convenience. It changed because warfare changed (OEF/OIF).

As the Army transformed into a modular, bri-

gade-centric force beginning in the early 2000s, centralized HR organizations no longer aligned with operational demands. The Army needed HR Soldiers capable of deploying in small teams, operating independently, and executing the full spectrum of personnel services in decentralized environments.

The Army consolidated 71L, 75B, 75H, and 75F into a single MOS: 42A Human Resources Specialist.

Technology accelerated the transformation. The introduction of Electronic Military Personnel Office (eMILPO) gave battalion and brigade S-1 shops direct access to personnel accountability and readiness systems that had previously been centralized.

The intent was clear: create a deployable, versatile HR Soldier capable of operating inside a modular Army. Operationally, it worked, but every transformation comes with tradeoffs.

PSDR: The Revolution

Personnel Service Delivery Redesign (PSDR) fundamentally changed the daily life of the AG Soldier. The centralized PSB structure disappeared. HR Soldiers became embedded directly into Brigade Combat Teams and battalions. The S-1 shop became the face of personnel support.

The gains were undeniable:

- closer integration with commanders
- improved readiness visibility
- greater operational relevance
- broader HR experience
- more adaptable professionals

But the Corps also lost something.

The AG Soldier who once worked surrounded by dozens of HR professionals now often operated in a shop of three or four personnel. Daily mentorship faded. Technical specialization decreased. Professional connectivity diminished. The AG Corps became more operationally inte-

grated, but it also became more isolated.

What We Gained | What We Lost

What We Gained:

- Closer integration with commanders
- Greater operational relevance
- Improved readiness visibility
- More versatile HR professionals

What We Lost:

- Daily mentorship
- Technical specialization
- Professional connectivity
- Shared AG identity

Two Decades of War Changed the Profession

These changes unfolded during Iraq, Afghanistan, mass deployments, casualty operations, force reductions, and a global pandemic.

HR Soldiers adapted. They deployed. They processed casualties. They tracked accountability in combat. They synchronized readiness under impossible timelines, and they did it while operating in increasingly smaller teams.

The burden shifted - what organizational structure once provided naturally now had to be recreated through leadership. That is where today's challenge begins.

The Lesson for Today's Leaders

Connectivity no longer happens by accident, it must be engineered.

The modern 42A is expected to:

- advise commanders
- synchronize readiness
- manage systems
- mentor Soldiers
- maintain accuracy
- support operations

all while operating in significantly smaller teams.

Technical mastery remains the currency of trust, and without intentional mentorship, professional networking, and leader development, the Corps risks losing more than organizational structure—we risk losing institutional identity. That is why leaders matter more now than ever before.

Why AGCRA Matters More Than Ever

This is where organizations like the Adjutant General's Corps Regimental Association (AGCRA) become critical.

AGCRA is no longer simply a professional association. In many ways, it has become the connective tissue replacing what the Army unintentionally dismantled through decentralization.

The PSBs and SSBs gave us:

- mentorship
- lineage
- technical development
- professional identity
- esprit de corps

“AGCRA is not simply preserving history—it is preserving professional identity.”

Today, AGCRA helps restore:

- networking
- mentorship
- professional development
- historical awareness
- AG pride

It reminds us that being AG is not simply an assignment. It is a profession. It is a lineage. It is a responsibility, and perhaps most importantly—it is a community.

Proud of the Past. Responsible for the Future.

How did we get here? Through adaptation.

The Army needed a faster, leaner, more deployable HR force. PSDR and CMF 42 accom-

plished that mission. The operational relevance of today's HR professionals cannot be questioned.

But as we moved forward, we left behind pieces of ourselves:

- daily mentorship
- technical depth
- professional connectivity
- the experience of being surrounded by AG professionals every day

The answer is not to return to the past. The answer is to remember it.

If we understand what made those organizations special, we can intentionally rebuild the best parts of them inside today's force.

The AG Corps has always adapted - that is our strength. However, we must ensure that in our pursuit of modernization, we never lose the culture, mentorship, and pride that made generations of AG Soldiers proud to wear the AG Shield.

The structures changed, but the mission never did.

Take care of Soldiers.

Ensure readiness.

Preserve the profession.

DEFEND and SERVE!

Brian C. Sanders is a retired Command Sergeant Major whose 26-year career in the U.S. Army embodies the power of purpose, resilience, and preparation. From Tampa, Florida, to combat zones in Iraq and Afghanistan, Brian held leadership roles across special operations and strategic-level commands, including SOCOM and JSOC. A proud AG Soldier, he dedicated his career to strengthening the Army's human resources profession and developing leaders whose impact extended far beyond the battlefield. His experience spans tactical, operational, and strategic assignments, where he consistently championed people as the Army's greatest combat multiplier. He is a member of the Anne Arundel Chapter.

AGCRA: More Than Membership — A Profession Connected

By CW4 Alexander D. Pinckney

Professional associations are often misunderstood. Too frequently, they are viewed as organizations that collect dues, host conferences, or provide discounts. The Adjutant General's Corps Regimental Association (AGCRA) is much more than that; it is the connective tissue of our Corps.

Whether you are a 42A Human Resources Specialist, 42T Talent Acquisition Specialist, 42B Human Resources Officer, an AG Warrant Officer (420A, 420C, or 420T), every member of the Adjutant General's Corps shares a common mission: taking care of Soldiers and enabling commanders through world-class human resources support. Our professional association should be just as integrated into our development as our institutional training and operational assignments.

Membership in AGCRA should not be something Soldiers discover years into their careers. It should be introduced from the beginning and reinforced throughout every stage of professional development.

Imagine a deliberate continuum where AGCRA is naturally integrated into every milestone:

- Initial military training introduces the Corps' history and professional association.
- Professional Military Education reinforces the value of networking and lifelong learning.
- AG Weeks expose Soldiers to technical updates, innovation, and leaders across the Corps.
- Symposiums provide opportunities to learn from experts, discuss emerging challenges, and share best practices.
- Coaching and mentorship connect junior professionals with experienced leaders who have

already navigated the career paths ahead of them.

- Local chapter events strengthen relationships beyond organizational boundaries and foster a culture of collaboration.

None of these efforts compete with one another. Instead, they complement each other to create a comprehensive professional development ecosystem.

AGCRA provides something that no assignment can guarantee: a network that extends beyond a single installation, command, component, or rank. A Human Resources Sergeant can learn from a Chief Warrant Officer. A company-grade officer can build relationships with senior HR technicians. A senior NCO can mentor a future warrant officer. A retired leader can continue investing in the next generation. These relationships become invaluable when seeking technical expertise, career advice, or solutions to complex personnel challenges.

Professional development does not happen by chance. It happens through intentional coaching, mentorship, education, and shared experiences. AGCRA serves as the platform that connects those opportunities across the entire Adjutant General's Corps.

This is why AG Weeks, symposiums, chapter meetings, and mentorship programs should not exist independently. Together, they reinforce one another. Every event should introduce new professionals to AGCRA, every chapter should support mentorship, and every experienced leader should view developing the next generation as a professional obligation rather than an optional activity.

When coaching, mentorship, education, net-

working, and professional association operate in harmony, our Corps becomes stronger. Knowledge is shared more freely. Relationships develop earlier. Leaders become more accessible. Innovation spreads faster. Most importantly, Soldiers receive better support because the professionals serving them are connected to a broader community of expertise.

AGCRA is not simply an organization we join. It is a professional community we build together.

The future of the Adjutant General's Corps depends on more than technical competence; it depends on connected professionals committed to developing one another. By integrating AGCRA into our everyday professional culture through mentorship, AG Weeks, symposiums, education, and networking, we ensure that every HR professional has access to the relationships, resources, and experiences needed to excel.

Professional excellence is never achieved alone. It is built through a community dedicated to serving, mentoring, and growing together.

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AG Week 2026: Honoring Our Legacy, Investing in Our People, and Shaping the Future

By CPT Savannah Stevenson

Each year, the Adjutant General Corps gathers during AG Week to celebrate its proud history, recognize excellence, strengthen professional relationships, and invest in the future of the Army Human Resources profession. This year's events brought together Soldiers, civilians, retirees, and Families from across the force to honor those who have shaped the Corps while inspiring the next generation of HR professionals. Throughout the week, one message remained constant: people are, and always will be, the Army's greatest strength.

The week included the annual AG Corps Birthday Run, where motivated Soldiers and dedicated senior leaders took to the streets of Fort Jackson at sunrise. Despite the familiar South Carolina humidity, participants embraced the challenge with enthusiasm, reinforcing the

camaraderie, resilience, and esprit de corps that define the AG community. The run served as a fitting highlight to a week dedicated to celebrating



AG Corps Birthday run on Fort Jackson, SC. Photo by LTC Stanley Gillens, AGS SLTB Chief.

the people behind the profession.

Professional development remained a cornerstone of AG Week as distinguished leaders shared their experiences and perspectives with current and future AG professionals. CSM Michael Jackson, Command Sergeant Major of U.S. Army Human Resources Command, addressed attendees during the Carolina Chapter AG Corps Regimental Association (AGCRA) Breakfast, emphasizing that while HR professionals operate under constant pressure, empathy and high standards are not mutually exclusive. He reminded the audience that “people are our purpose” and challenged leaders to build organizations founded on trust, support one another, and never become a single point of failure. His remarks underscored the importance of cultivating relationships and sustaining the leaders who care for Soldiers every day.

The Corps also welcomed SES/COL (Ret.) Patricia Mulcahy, who reflected on her distinguished career and the leadership required to create and implement the US Space Force human capital strategy as its first S1 and the DoD’s only civilian service personnel chief. Sharing lessons learned from leading through uncertainty and change, she encouraged attendees to embrace innovation and see new initiatives through to completion. Her experiences highlighted the evolving role of Army HR professionals and reinforced that S-1 organizations will continue to lead the way as the Army adapts to future challenges.

Adding to the week’s professional development opportunities, COL Katie Matthew of the United States Military Academy challenged AG BOLC students and Warrant Officers to view change as an opportunity rather than an obstacle. She reminded future leaders that adaptation has always been a hallmark of Army service and encouraged them to confidently lead through transformation while helping shape the future of the force.

One of the week’s most meaningful events

was the Adjutant General Corps Hall of Fame Induction Ceremony, recognizing seven individuals whose extraordinary careers left an enduring mark on the Corps and the Army Human Resources profession. Their lifelong commitment to servant leadership, technical excellence, and Soldier care continues to influence how the AG Corps develops leaders and supports the force. The ceremony served as a powerful reminder that today’s leaders stand on the shoulders of those whose dedication built the foundation of the profession.

Similarly, the Distinguished Member of the Corps (DMOC) Induction Ceremony honored 24 exceptional leaders whose service and contributions have strengthened the AG Corps for generations. Surrounded by family, friends, and fellow professionals, this year’s inductees joined a distinguished group whose legacy will continue to inspire future HR leaders committed to excellence, innovation, and selfless service. During the ceremony, COL R. Arron Lummer, the 37th Chief of AG Corps also unveiled the Honorary Member of the Corps Medal, a new distinction established to recognize individuals who have made remarkable and lasting contributions to the AG Corps and their ability to accomplish the Army’s Human Resources mission. The introduction of this prestigious award further demonstrates the Corps’ commitment to honoring those whose service leaves an enduring impact on the profession.

AG Week concluded with the National Adjutant General Corps Ball, an evening with an attendance of nearly 1,000 people celebrating the people who make the Corps exceptional. Soldiers, civilians, retirees, and Families reunited with longtime friends, formed new connections, and reflected on a shared commitment to serving Soldiers across the Army. During the evening, the Corps recognized its Officer, Warrant Officer, Noncommissioned Officer, Soldier, Senior Civilian, Civilian, and Spouse of the Year, as well as the outstanding small and large AGCRA chapters whose dedication advanced the profes-

sion over the past year. Leaders also introduced the Award for HR Excellence, a new unit-level recognition that leverages HR metrics from systems of record to identify outstanding organizational performance without requiring nominations or award packets. This innovative award will join the roster of honors presented at next year's National AG Corps Ball, reinforcing the Corps' commitment to recognizing excellence through measurable performance. More than a celebration of accomplishments, the ball reinforced that the AG Corps' greatest strength lies not in systems or processes, but in the people who serve with unwavering professionalism and care.

As another successful AG Week came to a close, the events of the week reaffirmed the values that have defined the Adjutant General Corps for generations - service, leadership, innovation, and an enduring commitment to people. The flawless execution of this year's ceremonies and the overwhelming success of the National AG Corps Ball were made possible through the hard work and dedication of countless volunteers, organizers, and leaders whose efforts ensured a memorable experience for all who attended. By honoring the past, investing in today's professionals, and preparing tomorrow's leaders, the Corps continues to strengthen the Army and ensure Human Resources professionals remain ready to meet the challenges of an ever-evolving operational environment.

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) Richard Ly
- CW4 (Ret) Rocky Sampson
- SGM Mark E. 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

2025 AG Corps "of the Year" winners

- Soldier of the Year – SPC Douglas E. Absher, Jr., USAWHC
- NCO of the Year – SSG Tyler J. Good, USASOC
- Warrant Officer of the Year – CW2 Samantha K. Bonds, USARPAC

- Officer of the Year – CPT Andrew A. Caskey, USASOC
- Civilian of the Year – Mrs. Sarah F. Cox, T2COM
- Senior Civilian of the Year – Mr. James H. Otto, USAREUR-AF
- Spouse of the Year – Mrs. Chantelle Slattery, HRC

— Gold Vault Chapter

- Runner up, Large Category—Potomac Chapter
- Chapter of the Year, Small Category—Rocket City Chapter
- Runner up, Small Category—Alamo Chapter

CPT Savannah Stevenson is an Adjutant General School Basic Officer Leadership Course Instructor and Unit Public Affairs Representative.

2025 AGCRA Chapters of the Year

- Chapter of the Year, Large Category



Above, AG School leadership and the Class of 2025 Hall of Fame Inductees. Photo by Ms. Victoria Hollingsworth, SS1 Training Specialist. Below, AG School and AGCRA leadership, as well as the Of the Year winners at the AG Corps' National Ball. Photo by Mrs. Tamires Rezende.



Accountability Under Fire

By SGM Paola M. Delarosa-Lloret

Large-scale combat operations (LSCO) will place Army human resources (HR) professionals under conditions many have not experienced at scale: mass casualties, degraded communications, rapid displacement, contested movement, and continuous pressure to regenerate combat power. Army doctrine describes LSCO as fighting on a scale that involves multiple corps and divisions operating jointly across a theater, waged as sustained campaigns rather than isolated engagements, with operational and strategic aims.¹ Personnel accountability is the continuous process of tracking, reporting, and reconciling the duty status and location of Soldiers, Army civilians, and contractors across the operational area. In that environment, it is more than a report or a routine S-1 function. It is the foundation of the man the force competency, connecting personnel accounting and strength reporting (PASR), casualty operations, replacement operations, and personnel readiness management into the picture of combat power commanders depend on to sustain the fight.²

Future LSCO will also place HR systems inside the enemy's targeting problem. Peer threats will attack the command posts, networks, and data systems that allow staffs to see the force.³ The Army's planning assumption is plain: the homeland can no longer be treated as a safe rear area, and units should expect enemy interference at every stage of deployment, from installation to seaport to the forward fight.⁴ Accountability therefore does not begin in theater; it begins at home station, and it must continue when IPPS-A, email, and tactical networks are denied, degraded, or displaced.⁵ Each of the historical cases that follow reveals a distinct personnel accountability challenge likely to reappear in future LSCO, issues of scale, isolation, displacement, environmental loss, replacement integration, and reporting architecture, while a further, overarching challenge, the deliberate disruption of HR systems, will compound them all and make each more difficult to manage than in the past.

Meuse-Argonne Offensive: Accountability at Scale

The first of those challenges, scale, announced itself in the Meuse-Argonne Offensive, the largest operation of the American Expeditionary Forces in World War I and the deadliest campaign in American history: more than one million Soldiers committed, more than 26,000 killed in action, and more than 120,000 total casualties.⁶ Mass casualties do not simply increase the number of reports; they strain the entire personnel architecture. Casualties must be identified, classified, reported, verified, reconciled, and updated. Units must determine who remains present for duty and who is wounded, missing, evacuated, captured, or dead, and leaders must know which formations remain combat effective, which critical MOSs are depleted, and which units need replacements or reorganization. In mass casualty environments, units fail on capacity long before they fail on intent. A unit may want to report accurately, but casualty volume, leader losses, disrupted communications, and physical separation of formations make timely accountability extremely difficult.

Casualty volume must be treated as a planning factor rather than an administrative surprise. Battalion and brigade S-1s should rehearse mass casualty PASR battle drills that identify minimum essential data, reporting timelines, manual formats, casualty feeder report flow, and reconciliation across medical, mortuary affairs, and personnel channels. If HR professionals cannot keep pace with losses, commanders will make decisions based on outdated combat power assessments.

The Lost Battalion: Accountability When Status Is Uncertain

The Lost Battalion, also part of the Meuse-Argonne campaign, illustrates a different problem: uncertainty caused by isolation. Elements of the 77th Division were cut off in the Argonne Forest; runners were killed or wounded, carrier pigeons became one of the last ways to send

messages, and by October 3, 1918, the force was surrounded without additional ammunition, food, or water. Relief reached the pocket on the evening of October 7. Of the roughly 550 men cut off, only 190 walked out under their own power the next day, and 63 remained unaccounted for.⁷

Absence from formation was the smaller part of the problem. Higher headquarters could not determine status at all. A Soldier could be alive and fighting, wounded but not evacuated, killed but not recovered, captured, or simply separated. LSCO will create the same uncertainty when units are isolated by enemy fires, electronic warfare, terrain, or displacement. HR professionals must therefore distinguish between absence and confirmed status: a Soldier not present at the moment of reporting is not automatically missing, captured, or dead. Status must be investigated and updated as information arrives, because poor status discipline triggers inaccurate casualty reporting, delays personnel recovery, distorts replacement requirements, and damages trust with Families. ADP 6-0 describes war as unpredictable and disorderly, and command and control as dependent on relevant information.⁸ Personnel status is relevant information; without it, the commander's understanding of combat power is incomplete.

The Lost Battalion argues for a degraded PASR battle drill that captures uncertainty without manufacturing false certainty. At a minimum, reports should identify the last known location, the time of last contact, the source of information, the current or suspected duty status, the gaining unit if separated, and the confidence level, allowing commanders to act on the best available information while preserving the ability to correct the record.

Battle of the Bulge: Accountability During Displacement

A generation later, the Battle of the Bulge demonstrated the accountability problems caused by surprise, displacement, and rapidly changing front lines. The German offensive that began December 16, 1944, cost an estimated 75,000 to 80,000 American casualties.⁹ The cas-

ualty count tells only part of the story. Formations were disrupted: Soldiers separated from parent units, aid stations receiving casualties from mixed formations, units temporarily attached to other headquarters, organizations overrun or fighting from ad hoc positions. Accountability became a reconciliation problem. The S-1 had to determine not just who was missing from the parent unit, but whether that Soldier had been evacuated, captured, attached elsewhere, returned through straggler control, or gained by another headquarters.

Modern LSCO will create the same problem. ADP 6-0 treats task organization as a short-term arrangement of units assembled for a specific mission, and every such change creates an HR accountability requirement.¹⁰ If the personnel picture does not reflect attachments, detachments, and composite units formed from attrited remnants, strength reports will show combat power in the wrong place.

PASR must therefore be linked to task organization. Battalion and brigade S-1s must track attachments, detachments, and displacement plans; division and corps G-1s must reconcile personnel data across echelons and separate reporting gaps caused by actual losses from those caused by command relationship changes. In LSCO, the question is not only "Who do we have?" but "Who do we have, under whose control, and available for which mission?"

Chosin Reservoir: Accountability Beyond Battle Casualties

The Battle of Chosin Reservoir during the Korean War pushed the personnel picture past traditional battle casualty categories. Task Force MacLean, later known as Task Force Faith, was virtually annihilated east of the reservoir, its Soldiers fighting and dying in extreme cold. Of roughly 3,200 men, just over 1,000 reached friendly lines, and only 385 of those were able-bodied.¹¹ The task force commander became a case in point. COL Allan MacLean was hit by Chinese fire and dragged away; he was carried as missing, and only later did a returning prisoner of war report that he had died of wounds on his fourth day in captivity. The reporting structure was failing at the same time. The regiment's

intelligence and reconnaissance platoon was killed or captured to a man, the medical company was destroyed, and radio contact with division headquarters was effectively nonexistent. Combat power can be lost through more than enemy fire: cold injury, exhaustion, evacuation delays, missing and captured personnel, and unrecovered remains all complicate the picture.

Chosin shows that casualty accountability must be integrated across staff sections and support channels. The S-1 cannot produce an accurate personnel picture from unit reports alone; medical evacuation, patient tracking, mortuary affairs, personnel recovery, detainee reporting, and casualty liaison elements all feed the final status. FM 4-1 organizes casualty operations and personnel readiness management alongside PASR and replacement operations precisely because these functions are interdependent, not separate administrative lanes.¹² Integration of that kind takes rehearsal. Casualty reconciliation must be practiced with the surgeon, S-3, S-4, mortuary affairs representatives, casualty liaison teams, and replacement channels. Submitting a name does not complete a casualty report. The report is complete once the Soldier's status, location, disposition, and reporting chain have been reconciled.

Replacement Systems: Accountability During Reconstitution

Every case so far ends in losses. Replacement operations are how the Army answers them, and they tie personnel accountability directly to reconstitution. Writing in *Military Review*, Rampy and Latham argued that the Army requires a proven individual replacement process for LSCO, noting that the replacement battalions and companies once responsible for that mission were eliminated from the force structure.¹³ Griggs et al. reach a compatible conclusion from a different angle.¹⁴ They argue that a properly planned individual replacement system is the only feasible option for LSCO, because resourcing unit rotation at that scale exceeds what the Army can generate, and they propose replacing Soldiers in teams of four to nine rather than one at a time, on the finding that small groups assimilate into gaining units faster and

hold morale better.

Doctrine draws a distinction worth keeping: replacement fills losses, while reconstitution restores effectiveness. ATP 3-94.4 frames reconstitution as a commander-planned effort to bring a unit back to the level of effectiveness the mission requires. It involves far more than replacing bodies and equipment, since a reconstituted unit often has leaders filling unfamiliar positions and enough new Soldiers that collective training is needed to rebuild cohesion.¹⁵ ATP 3-94.4 also warns that replacement of all losses is unlikely; commanders must focus on restoring sufficient capability for the next mission, not original strength.¹⁶ ADP 3-0 reinforces the point, instructing commanders to expect significant losses in LSCO and to plan reconstitution, both reorganization and regeneration, quickly enough to maintain tempo and avoid culmination.¹⁷

HR professionals support commanders' decisions through a clear chain: accountability informs strength reporting, strength reporting informs personnel readiness management, and readiness management determines whether a unit can continue the mission, reorganize, receive replacements, or require regeneration. If accountability is wrong, reconstitution decisions will be wrong as well. In practice, S-1s should track replacements as combat power in motion, not merely as personnel gains: who arrived, where they were assigned, what gap they filled, whether they reached the gaining unit, and whether the strength report changed. A replacement who is present in theater but not delivered to the unit restores nothing; one assigned on paper but not integrated into a crew, squad, or staff section creates false readiness.

Operation Iraqi Freedom I: Accountability in Fast-Moving Operations

Operation Iraqi Freedom I provides a modern lesson in reporting architecture during rapid operations: fast movement, dispersed formations, and long lines of communication during the march to Baghdad and follow-on operations.¹⁸ OIF I is an imperfect LSCO comparison, since the force never faced peer-level casualty rates or sustained communications degradation. That limitation still carries a lesson: even a technolog-

ically enabled force requires disciplined reporting architecture. Systems do not create accountability by themselves; units still need trained HR personnel, clear reporting channels, casualty feeder discipline, and reconciliation across echelons.

That same gap is where the future risk lies. Peer adversaries will target the communications nodes and networks that let HR professionals update IPPS-A, transmit casualty reports, and maintain visibility of replacements. ADP 6-0 identifies people, processes, data, networks, and command and control nodes as parts of the command-and-control system and accounts for threat capabilities against all of them.¹⁹ If the network is down or the command post is displaced, HR professionals still owe commanders an accurate personnel picture. OIF I shows that reporting architecture cannot depend on one system, one network, or one command post. Units must know who reports, what they report, when, by what method, and how reporting continues when the primary system fails. HR professionals should train degraded PASR, manual PERSTAT reconciliation, and replacement tracking under time pressure in command post exercises and field training events.

Ukraine: The Pattern in Real Time

The pattern these cases describe is visible in Ukraine right now. Analysts observing the fighting since 2022 report that command posts survive only through dispersion and strict emissions discipline, because anything that emits can be found and anything found can be struck.²⁰ The same electronic warfare and precision fires that hunt command nodes degrade the networks that personnel reporting rides on. Persistent drone surveillance, meanwhile, has made casualty evacuation so hazardous that Ukrainian combatants put it bluntly: "If it can be seen on the battlefield, it will be killed," so wounded Soldiers increasingly remain forward under prolonged field care rather than moving rapidly to the rear.²¹ A casualty who cannot be evacuated cannot be easily counted, tracked, or stasured.

The scale is equally sobering. Drawing on the war's early lessons, U.S. Army War College

analysis warns that the casualty rates a peer fight would generate must be measured against a force far smaller than the one that absorbed comparable losses in the twentieth century, and against a much shallower pool of trained personnel available to replace them. Casualty operations, replacement flow, and reconstitution would face demands the current force has never rehearsed.²² Ukraine confirms every case above and runs them at the same time: mass casualties straining capacity, isolated positions creating status uncertainty, constant reorganization fragmenting the personnel picture, evacuation delays expanding casualty categories, replacement demands outpacing systems, and reporting architecture under deliberate attack. These conditions have already returned.

Conclusion

Military history demonstrates that personnel accountability is most difficult precisely when commanders most require it. The Meuse-Argonne strained reporting capacity; the Lost Battalion produced sustained status uncertainty; the Ardennes fragmented the personnel picture; Chosin extended casualty categories beyond battle losses; the Army's replacement experience showed that Soldiers must be integrated before they constitute combat power; and OIF I confirmed that reporting architecture remains consequential even when digital systems function. Different in period and circumstance, these cases converge on one condition: accountability degrades under operational stress.

What distinguishes future large-scale combat operations is causation rather than effect. Accountability previously failed as a byproduct of friction no belligerent deliberately induced. Peer adversaries will induce it, targeting the networks, command posts, and data systems that generate the personnel picture at a time of their choosing. Accountability thus becomes a contested capability rather than an administrative consequence of operations. The implication is direct. Personnel accountability is not administrative housekeeping; it is the mechanism through which commanders assess remaining combat power, determine what must be restored, and understand the risk they assume.

That capability cannot be improvised in contact. It is built through manual formats codified in SOPs, PASR battle drills programmed on the training calendar, and casualty reconciliation rehearsed across the staff. Absent their digital systems, can a battalion S-1 or division G-1 still determine who is present, who is missing or evacuated, who is attached, and which units remain combat effective? Formations that cannot answer at home station will not answer in combat, and that responsibility rests with commanders at every echelon, not with the HR community alone.

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Know Your Adjutant General's Corps Hall of Fame: Class of 2015

Assembled by Col (Ret) Steve Shappell from HOF biographies and input from HOF members.

This is the sixth in a series of articles in which we highlight members of past HOF classes.

MG (Ret) Gina S. Farrisee was commissioned in 1978 as a Second Lieutenant in the U.S. Army, serving her entire career as an Adjutant General (AG) Officer. Her career highlights include a variety of command and staff positions at Army installations worldwide, including Germany; Fort Bliss, Texas; Fort Lewis, Washington; Fort Benjamin Harrison, Indiana; Fort Jackson, South Carolina; and Fort Knox, Kentucky. She commanded AG / HR organizations from the company to the national level. Making history in October 2010, she was selected by the

Army as the first female Commander of Human Resources Command. During several key assignments in the Pentagon, she worked for the Chief of Staff of the Army, the Assistant Secretary of Defense for Force Management Policy, and served four years as the Army's Director of Military Personnel Management (DMPM), the critical policy lead for all HR policy for the Total Army. Achieving another historical milestone while serving as the DMPM, MG (Ret) Farrisee was the driving force behind the 22,000 Soldier Temporary End Strength Increase (TESI), which



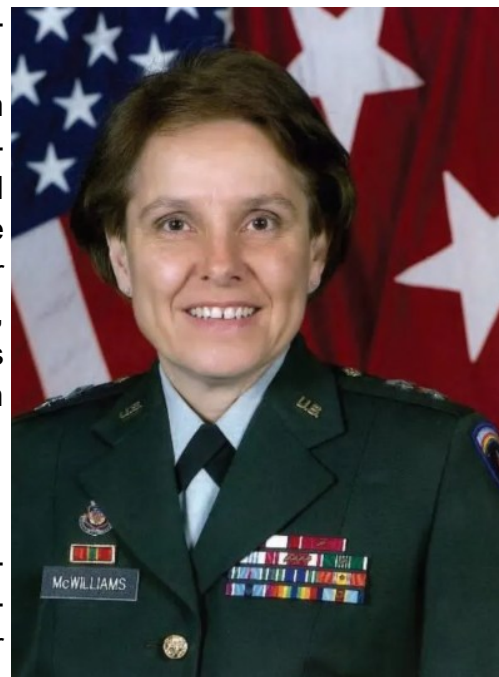
allowed the Army to deploy fully manned forces to Iraq and Afghanistan during intense combat operations. TESI ensured the personnel readiness of our operational forces. Her efforts were

also instrumental in maintaining the controversial Stop Loss Policy re-enacted in 2001 to support the global war on terrorism.

Following her Army career MG (Ret) Farrisee served at Headquarters, Department of Veterans Affairs as Assistant Secretary Human Resources and Administration, Senior Advisor to the Undersecretary of Memorial Affairs and Deputy Chief of Staff, Department of Veterans Affairs from 2013-2022. After retirement from civil service she continues to serve Department of VA as Chairperson, Advisory Committee on Cemeteries and Memorials.

MG (Ret) Dee Ann McWilliams entered the Army in 1974, receiving her commission in the Women's Army Corps. From the very start of her lengthy career, she distinguished herself as a dedicated professional ready to take on any mission, regardless of the difficulty. MG (Ret) McWilliams distinguished herself through exceptionally meritorious service and achievement in successive assignments of increasingly greater responsibility during a career that spanned 29 years and culminated with her last assignment as the Deputy Chief of Staff for Personnel and Installation Management, United States Army Europe and Seventh Army, Germany. MG (Ret) McWilliams is also the first woman officer to have served in the following command and sen-

ior staff positions: Commander, 9th Personnel Services Company, Fort Lewis, WA; Commander, 42nd AG Battalion, Fort Dix, NJ; Commander, 3rd Personnel Group, Fort Hood, TX; DA Secretariat and later Director, Enlisted Personnel Management Directorate, Total Army Personnel Command, Alexandria, VA; and Director of Military Personnel Management, Office of the Deputy Chief of Staff for Personnel, The Pentagon, Washington, DC. From service during the Cold War to the Global War on Terrorism, she has served with exemplary leadership, distinction, and dedication in the defense of our Nation.



After retiring in 2003, she established the Lessons Learned Center for the director of national intelligence and served as center director.¹ In 2007, McWilliams joined the board of directors for the Women In Military Service For America Memorial Foundation, assuming the position of Vice Chair in 2014. She formerly served as President of the Army Women's Foundation, a Director on the Army Historical Foundation Board, and on the Lon Morris College Board of Trustees.

COL (Ret) Robert L. Manning culminated an Army career that spanned more than 34 years with his assignment as the longest-serving Commandant of the Adjutant General School, Chief of the Adjutant General's Corps, and Chief of Army Bands. Through exceptionally dogged determination, unmatched technical compe-

tence, and warfighting acumen, he elevated the AG Corps to new heights in human resources support to Commanders, Soldiers and their Families during a prolonged period of conflict. Through doctrinal change, unprecedented training enhancement, creation of the AG Corps Hall of Fame, commissioning of the first-ever AG Corps print, and promotion throughout the Army of the AG Corps Regimental Association (AGCRA) Achievement Medal (now named after him), he has enhanced and perpetuated the history and traditions of our Corps in a manner unprecedented. Additionally, he established the Adjutant General's Distinguished Member of the Corps program, and what we now know as AG Week by moving the ball off post and continuing to expand its presence by associating it with the Hall of Fame and DMOC ceremonies COL (Ret) Manning led and directed a complete institutional revitalization and refocus of the Adjutant General School and the Adjutant General's Corps across all Army Components.

He traveled extensively across the Army to ensure all Army Leaders and Adjutant General's Corps Soldiers understood the significant changes within the Corps that included a reorganization from large Personnel Service Group and Battalion centric hubs to widely dispersed pockets of human resources expertise at the Battalion and Brigade levels. Coining the term "we are everywhere and nowhere at the same time," his efforts took the Adjutant General's Corps from one that in many places was dis-

jointed, to one that understood its mission, relevance and spoke in unison on the many Army critical human resources challenges.

Following his retirement from active duty, COL (Ret) Manning worked for the South Carolina Department of Transportation for many years as the Director of Strategic Planning and Communications. In 2016, he was elected by the National Executive Council as the President of the AGCRA — the first time the position was not held by the Commandant of the AG School. He served in that position until 2025.

COL (Ret) J.P. Mikula's distinguished service to the AG Corps and Army began as a Battalion S1, continued with multiple command and staff assignments, and ended as the Chief of Staff, Human Resources Command, where he provided the pinnacle of Army-wide human resources support to Commanders, Soldiers, Families, and DA Civilian employees.

COL (Ret) Mikula's AG career is deep-rooted with a series of "firsts," soaring standards, and lasting contributions. He was the first Chief of Staff of U.S. Army Human Resources Command; following the terrorist attacks on 9/11, the first to develop and execute the Army's Officer Manning Plan and the first to implement the Officer Distribution System; the first to merge Finance and Personnel Battalions and activate a Soldier Support Battalion at Fort Bragg; the first to publish the Evaluation Reports Journal; the first Chief of the 82nd Airborne Division Personnel Services Center following the Army of Excel-



lence (AOE) transition; and the first to develop, coordinate and implement “Package Platoons” as a revolutionary concept to address Airborne Military Occupational Specialty (MOS) shortages. These “firsts” had a historical and enduring impact on the Army’s personnel readiness and AG Corps.

Upon retirement, he served until 2021 as a principal for Booz Allen Hamilton, a provider of management and technology consulting services to the government.³

CW4 (Ret) Charles E. Green, Sr. retired in 2003 after serving as executive assistant to several four-star generals. Following retirement, he served as

the director of human resources at Fort Hood, Texas, where he has supervised the deployment of more than 250,000 active and Reserve Soldiers.⁴ He



also supervised a highly recognized Army substance-abuse program. significant accomplishments include: supervising a mobilization and deployment team that deployed over 250,000 Active and Reserve Component Soldiers with no delayed flights; overseeing an Army Substance Abuse Program that has been recognized as the Secretary of Defense best program for FY 2008, FY 2009 and FY 2013; oversees the Workplace Violence and Employee Assistance Program which serves as the Fort Hood Garrison Commander’s primary liaison on workforce issues and was recognized as the Secretary of Army best program for FY 2008; increased enrollment at Tarleton University to create a Texas A&M satellite university in the Greater Killeen / Fort

Hood community; hosted the 39th Retiree Day Appreciation ceremony in which over 3,500 retirees participated in October 2013; and executed the Army’s largest Job Fair, whereas, 3,500 interested Soldiers and Family Member sought employment.

During his service as the President of the AG Corps Regimental Association Lone Star Chapter, he annually hosted the Fort Hood AG Ball and invited senior guest speakers to ensure Officers, Warrant Officers, Non-Commissioned Officers, Enlisted Soldiers, and Civilian personnel are briefed on the changing AG Corps as it relates to transformation and their mission as combat multipliers to Brigade Commanders on the battlefield.

Throughout his distinguished career, **CSM (Ret) Billy J. Blackmon** led from the front, inspired and cared for Soldiers and their Families, embodied Warrior toughness, and set the standard in every endeavor. With America’s Soldiers engaged in wars in Iraq and Afghanistan, he was the right leader in the right place at the right time. He ensured HR Soldiers and leaders were trained and proficient in warrior tasks and battle drills at the strategic, operational, and tactical levels. Despite the high training OPTEMPO required to support ARFORGEN personnel demands, his guidance, technical and tactical expertise, and presence produced exemplary HR support to commanders in theater and in garrison. As the AG Corps Command Sergeant Major, he traveled extensively to HR units across CONUS and OCONUS, providing guidance and overseeing the transition of more than 5,000 42Ls to 42As to ensure the enlisted force was properly postured to support the full spectrum of Army operations. He increased the number of AIT and NCO Academy instructors at Fort Jackson with prior OIF and OEF experience, bringing relevant, realistic insight to the classroom and more robust, rigorous training to field exercises. He also oversaw TRADOC’s implementation of the Drill Sergeant to Platoon Sergeant concept in AIT, better preparing Soldiers for

their first unit assignments. Since his induction through April 2024, he supported the AG School training mission as a contractor, leading and supporting HR Transformation initiatives and IPPS-A implementation in roles ranging from Task Lead to Program Manager. From October 2020 to June 2024, he was appointed by the Commandant to serve as the Honorary AG Corps Command Sergeant Major.



In March 2025, he joined ND3Inc as Vice President of Operations, translating company strategy into efficient day-to-day execution to minimize impacts on people while maximizing

growth outcomes. In May 2025, ND3Inc was named South Carolina Small Business of the Year; in October 2025, the company was recognized as No. 3 among the top 50 fastest-growing small businesses in South Carolina; and in May 2026, its CEO was named South Carolina Small Business Person of the Year. As a veteran-friendly company with veterans comprising 71 percent of its workforce, ND3Inc reflects his continued commitment to creating post-service employment opportunities for service members.

CSM (Ret) Mitchell Lewis is a distinguished leader whose military career is highly worthy of emulation and has set him apart from his contemporaries. He is among the very few Enlisted Soldiers within the AG Corps and the Army to be selected, from the secondary zone, for promotion to SFC, MSG, and SGM. During his tenure as the Soldier Support Institute (SSI) CSM, he

coached, trained, and mentored several Fort Jackson, CASCOM, and TRADOC Soldier and NCOs of the Year recipients; implemented the Institute CSM's Safety Council; implemented



SSIs Annual NCO Dining-In event; ensured all SSI NCOs became trained and certified on the Army's Warrior Tasks and Battle Drills; and established an Enlisted Mentorship Program that significantly reduced Soldier misconduct including DUIs, fraternization, and inappropriate relationships between cadre and students. He worked tirelessly with U.S. Army PERSCOM and the Fort Jackson leadership to provide significantly more 42-series 1SG and CSM opportunities. Additionally, CSM (Ret) Lewis served as the Post CSM for Forts McPherson and Gillem, GA, where he was responsible for coordinating Soldier actions for four major Army headquarters (1st Army, 3rd Army, U.S. Army Reserve Command, and FORSCOM). During his tenure as the Post CSM, he received numerous accolades for building the best Installation level Sergeant Audie Murphy Club Program in FORSCOM and for establishing model NCO Professional Development Programs.

Notes:

¹ https://www.army.mil/article/149451/AG_Corps_will_add_7_to_Hall_of_Fame

² https://en.wikipedia.org/wiki/Dee_Ann_McWilliams

³ https://www.army.mil/article/149451/AG_Corps_will_add_7_to_Hall_of_Fame

⁴ Ibid.

Army Rededicates M&RA, G-1 September 11 Memorial

By Christopher Surridge (reprinted from www.army.mil)

WASHINGTON — Nearly twenty-five years after the tragic events of Sept. 11, 2001, members of the ASA, Manpower & Reserve Affairs (M&RA) / Army G-1 gathered at the Pentagon today alongside families of the fallen and survivors to rededicate the “ASA M&RA G-1 9-11 Memorial,” honoring the Soldiers and Army Civilians who lost their lives that day.

The unveiling ceremony revealed a restored memorial that was originally dedicated 20 years ago in the aftermath of the attack, enduring as both a tribute to those who made the ultimate sacrifice and a powerful reminder of the Army’s enduring mission to safeguard the homeland and stand ready in defense of the American people.

“September 11, 2001, started like any other mild fall day here in Northern Virginia, but that ended at 9:37 a.m., when American Airlines Flight 77 struck the Pentagon, claiming a total of 184 lives,” said Mr. Roy Wallace, Assistant Deputy Chief of Staff, G-1, host of the ceremony and himself a survivor of the attack. “For many years following, we have walked up and down Corridor Four, admiring the memorial tribute to our 9/11 heroes.”

Over the years, however, photos featured in the memorial of those killed while working in the ASA M&RA / Army G-1 offices began to fade in the constant overhead lighting. The frosted glass protecting the memorial obscured the carved in-



Members of the Army G-1 / Manpower & Reserve Affairs and families of victims of the Sept. 11, 2001 terrorist attacks on the Pentagon participate in an unveiling ceremony for an updated memorial at the Pentagon, Washington, D.C., July 15, 2026. The memorial is dedicated to the lives of the Soldiers and Army Civilians who lost their lives in the Sept. 11 attacks. The families of Lt. Gen. Timothy J. Maude, Sgt. Maj. Lacey B. Ivory, and Sgt. Maj. Larry L. Strickland received tokens of gratitude in their honor. (U.S. Army photo by Staff Sgt. Alexander Nieves)

scriptions on the plaque inside, and a passing observer would not be able to discern the original 1941 limestone decorating the memorial backdrop.

“That wouldn’t do,” said Mr. Wallace. “So, we set our sights on revitalizing our memorial because it was important to our family.”

The family to which Mr. Wallace refers is the ASA M&RA / Army G-1 team serving at that time 25 years ago. Twenty-nine heroes are honored in the memorial today, which sits just outside the ASA M&RA / Army G-1 offices.

To counteract the effects of time that had weathered the original display, new photographs, improved glass plating and a large

plaque, hung in the center of a wreath of smiling faces, make up the restored memorial.

Before the conclusion of the ceremony, Mr. Wallace hand-delivered the original photographs to their respective families along with a framed copy of the new memorial display, which included the families of Lt. Gen. Timothy J. Maude, Sgt. Maj. Lacey B. Ivory and Sgt. Maj. Larry L. Strickland.



"Today's M&RA and G-1 teams carries on their mission, taking care of our Soldiers, Civilians, and families, just like they did 25 years ago," Mr. Wallace said, concluding the ceremony. "They set the standard of selfless service that we strive to continue and improve every day. You will always be in our hearts and prayers, a member of the M&RA, G-1 family."

ADMINISTRATIVE NOTES

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.

AGCRA MEMBER DATA ACCURACY

How can you help? It's as easy as 1-2-3...

- First, check your AGCRA membership account?
- Second, review and update your profile?
- Third, if you're a Chapter Officer, continually encourage other Association members to check their membership accounts as well?

Additionally, our annual AGCRA Chapter Recognition Program offers competitive points for the following: Active Chapter Members who have completed their account profile, Active Chapter Members who are Lifetime members and Active Chapter members who do not have a ".mil" email address as their username.

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

TRANSITIONS

On 30 July 2026 the following officers were confirmed by the Senate:

- Lieutenant General Brian S. Eifler for appointment to the grade of lieutenant general and assignment as Deputy Chief of Staff, G-3/5/7, United States Army, Washington, DC. He currently serves as Deputy Chief of Staff, G-1, United States Army, Washington, DC.
- Major General Charles T. Lombardo for appointment to the grade of lieutenant general and assignment as Deputy Chief of Staff, G-1, United States Army, Washington, DC. He currently serves as Commanding General, 2nd Infantry Division (Combined), Eighth Army, Republic of Korea.

Major General Hope C. Rampy formally relinquished her command of the U.S. Army Human Resources Command (HRC) during a Relinquishment of Command ceremony on July 8, 2026. BG Steven M. King, Director, Reserve Personnel Management Directorate, is currently serving as the acting HRC Commander.

Colonel Richard M. Strong became the Commandant of the AG School on July 30, 2026, replacing COL R. Arron Lummer, who will become the Executive Officer to the Deputy Chief of Staff, G-1.



AGCRA Award Recipients

*Awards listed here are those approved from
1 January through 30 April 2026*



Horatio Gates Gold Lifetime



MG Hope Rampy
CW4 Matthew D. Collins
SGM Noemi Conley
1SG Jamie Worthy

Horatio Gates Gold



BG(RET) Peggy McManus
LTC Tiffany Hines
1LT Aaron (Trey) Overton
CW2 Samantha K. Bonds
CSM Jasmine Young
SFC Nellybeth T. Joseph

Horatio Gates Bronze



COL Robert Gray
LTC Grace H. Kim
MAJ Charlee R. Carroll
MAJ Destiny J. Minick
CPT Sara Elizabeth Sadau

CW4 (RET) Natalya Munn

CW3 Nicole L. Hatcher

MSG Jevon Joyner

MSG Brittney L. McCoy-Williamson

MSG LaDonna R. Sharpe

MSG Markeisha A. Williamson

SFC La Tasha Mckie

SFC Lee E. Troope III

SFC Sean Whitman

Horatio Gates Honorary



GEN Ronald P. Clark

BG George C. Turner Jr.

LTC Jonathan Etienne

LTC Jason "Cowboy" D. Phillips

CW4 Gustavo Lomera Mendoza

CSM Jorge Arzabala

CSM Eric L. Bonner

CSM Waylon D. Petty

SGM Jarvis, Dunham

Mr. Mike Niklarz

Teri Maude—Debra Strickland Spouse Medal



Ms. Angelique A. Rosario

COL Robert L. Manning Achievement Medal



COL Paul B. Beausoleil
COL Christopher L. Cox
LTC Jessica S. Armstrong
LTC Mariano Barajas
LTC Jermaine Denny
LTC Wayne Hancock
LTC Jonathan D. Harvey
LTC Larry Q. Lowrance
MAJ Gregory A. Bush
MAJ Traci Butler
MAJ Amanda M. Condery
MAJ Shannon T. Cosey
MAJ Rosalia Faluta
MAJ Amber Jacobs
MAJ Richard L. Jones II
MAJ David Matautia
MAJ Christopher J. Meloy
MAJ Kazia Obeda
MAJ Carolyn N. Prah
MAJ Donald Scales
MAJ Naomi Sirignano
MAJ Tanisha Smith
CPT Michele Blean
CPT Guetchine Charles
CPT Shannel Cox
CPT Segun T. Ejiyooye
CPT Austin T. Elzen
CPT Steven Estrada
CPT Tyatianna J. Flemming
CPT Christopher Herron
CPT Yinzhu Jin
CPT Brandon K. Jordan
CPT Katie Kitzmiller
CPT Christopher M. Knight
CPT Dominique J. Livas

CPT Amber R. Matchett
CPT Charles E. Martin
CPT Eric E. Melgar
CPT Robin R. Mindez
CPT Brent K.J. Mitchell
CPT Immel A. Moreira
CPT Moises Murua
CPT Tovee Palmer
CPT Crystal A. Peric
CPT Joshua Pollina
CPT David Reyes
CPT Qa'lexus Taylor
CPT Zachary Taylor
CPT Joseph Tullio Ventresca
CPT Johnathan Vander
CPT Brian D. Warring
CPT Tammy D. Williamson
CPT Isaac Womack
1LT Sheannah A. Beale
1LT Kelsey Begley
1LT Nicholas Broccoli
1LT Alexis Carr
1LT Summer Emblem
1LT Cameron Flanagan
1LT Mary L. Hiller
1LT Cristina M. O'Barr
1LT Makenna W. Sloan
1LT William Stewart
1LT KeAndra Wright
CW4 Melissa Shaw
CW3 Delandrius M. Allen
CW3 Sarah K. Garlich
CW3 Christopher M. Green
CW3 Ashley L. Pedraza
CW3 Jennifer Rosa
CW2 Renzedryk R. Coffey
CW2 Tiana C. Cunningham
CW2 Jonetta Dukes
CW2 Christopher A. Kerby
CW2 Amber Martin
CW2 Jolene Marie Trout
CW2 Ismael Torres
WO1 Marcus I. Caldwell Jr.
WO1 Branden L. Pettus
WO1 Edward Rhodes
CSM (RET) Anthony Mcadoo

COL Robert L. Manning Achievement Medal

(continued)



CSM Chad W. McDannald
CSM Shedric C. Moody
CSM Andrew Muñoz
SGM (RET) Selena Cannon
SGM Christy S. Eichelberger
SGM Brandon S. Hiller
SGM Steven W. Holder II
SGM Anita A. London
SGM Aisha A. Mason
1SG Ymeshia L. Bolton
1SG Diana Callahan
1SG Zoya M. Hawkins
1SG Jessica Jones
1SG Alejandro Magana
1SG Maylene Mateo
1SG Gregory Sanders
1SG Okoma K. Wade
1SG Tawayna S. Washington
MSG Brian Andrade
MSG Ashley N. Andrews
MSG Fabian Balarezo
MSG Adam G. Bascombe
MSG DeMar A. Bowman
MSG Rick Martin Batche
MSG Noe Cruz-Correa
MSG Roberto Erazo
MSG Derek R. Farrington
MSG Robert Forrester
MSG LaStephanie Frazier
MSG Kandi Harrison
MSG Corina L. Horstman
MSG Douglas Hurst
MSG Cherrelle J. Jones

MSG Brittany Kercheval
MSG Joseph Koval
MSG Francisco Maldonado
MSG Elizabeth A. Mayid
MSG Willie Miller
MSG Floyd Perryman
MSG Theresa M. Paul
MSG Aaron R. Rickert
MSG Christopher R. Seda
MSG Bernard A. Simmons Jr.
MSG Brandon Woodland
MSG Ana J. Zepada
SFC Jimmelys Alicea
SFC Elvin E. Alvarado
SFC Ahmand F. Al Rawi
SFC David J. Aviles Lopez
SFC Serena C. Belanger
SFC Melissa M. Billings
SFC Latanya R. Brown
SFC Chavarius D. Batton
SFC Brandon J. Funderburke
SFC Radiance S. Felton
SFC Jaime L. Gonzalez
SFC Kevin L. Gupton
SFC Mohammed Hassan
SFC Samuel Hernandez
SFC Camille Hoilette
SFC Jacqueline Jefferson
SFC Trentis R. Johnson
SFC Jasmine Larson
SFC Isabel Mack
SFC Luis Medina Soto
SFC Bryan A. Morrison
SFC Jordan Perfetto
SFC Kaitlynd Phillips
SFC Shane S. Rains
SFC Michael Reaves
SFC Vanessa Rodriguez
SFC Luis Pablo Rodriguez-Ortiz
SFC Felicia Rowe
SFC Sean D. Smith
SFC Victoria P. Stokes
SFC Adam Symonds
SFC Salumalo Turituri
SFC Eric R. Walker
SFC T'Wanna M. Warren

COL Robert L. Manning Achievement Medal

(continued)



SFC Karl L. West III
SFC William M. Jr. Wiggins
SFC Daniel Wu
SSG Aliyah Adair
SSG Susie Antunez
SSG Skyler P. Barriere
SSG Mikaela Borders
SSG Asucena Castro
SSG Eva Carreras
SSG Annalisa Copeland
SSG Khalil De'von Coward
SSG Gabriela Corbalan De Martino
SSG Enrique J. Espada
SSG Jennie K. Escobar Flores
SSG Jonathan B. Elmes
SSG Elizabeth M. Flores
SSG Joseph Garrow
SSG Sofia Guerrero
SSG Matthew Hubbard-Hoey
SSG Que'Drell J. Jackson
SSG Jevearre Jimmerson
SSG Ayana C. Johnson
SSG Vincent Keyser
SSG Jesse Kim
SSG Taylor L. Lomax-Lewis
SSG Leahcim B. Micheaux
SSG Jesus Marrero Rivera
SSG Yomar G. Martinez Rodriguez
SSG Maritza A. Peña-Hernandez
SSG Joshua S. Peart
SSG Nicholas M. Seldon
SSG Jessica J. Stalvey
SSG Elijah E. Sweat

SSG Jasmine Torres
SSG Rolando Ruiz
SSG Lorne Wiggins
SSG Stacie T. Young
SGT Keshon A. Abrom
SGT Heather A. Arevalo
SGT Eldridge Calloway
SGT John Cantor
SGT Morgan E. Collins
SGT Mario Contreras
SGT Devin Cunningham
SGT Bertha Delgado
SGT Zachary L. Edwards
SGT Erik R. Gaither
SGT Ashley Jose
SGT Katherine Kotch-Hunt
SGT Sidney McKarns
SGT Anna Miller
SGT Adrian Monter
SGT Ethan R. Moorhouse
SGT Ashlyn Palacios
SGT Alexa Ponce Sanchez
SGT Zachery A. Shepard
SGT Steven A. Cruz Rodriguez
SGT Cesar Trevino
SGT Ulises D. Varela
SGT Victoria White
CPL Angel Altamirano
CPL Dustin Camp
CPL Angel Cruz
CPL Wadner Escarmant
CPL Matthew Lilly
CPL Alisia T. McGuire
CPL James N. Mobley
SPC Carlos Alvarez
SPC Raymond Alvarez
SPC Summer Bearden
SPC London Burris
SPC Bryce A. Carson
SPC Edmund Conklin
SPC Elijah Comer
SPC Joan DeGracia Ortiz
SPC Logan Gabriel
SPC Angel Hawkins (Bradford)
SPC Gregory Marquis
SPC Juan Alberto Montes

COL Robert L. Manning Achievement Medal

(continued)



SPC Andres Luzunaris-Febus
 SPC Ashley Tejada
 SPC Kobe Watson
 PFC Rinolin M. Balinong
 PFC Darlene S. Hefley
 PO1 Angel Delgado
 Ms. Roweena Arasah
 Mr. Mason E. Barrington
 Mr. Alphonso Brown
 Dr. Francisco Cervantes, Jr.
 Mrs. Angela Hildebrandt
 Ms. Milvia McGee
 Mrs. Nicole L. McCoy
 Mrs. Rebecca L. McKelvin
 Mr. Sydney W. Melton
 Mr. Jeffrey J. Myers
 Ms. Danielle A. Nakamura
 Mrs. Ayreial Pines
 Mr. John E. Reese
 Ms. Lisa D.R. Roberson
 Mr. Antoine Smith
 Mr. Kenneth W. Thomas



AGCRA Awards Program

AGCRA Distinguished Service Awards are bestowed for Army/AG Corps contributions and/or AGCRA contributions to individuals who advance the mission of professional excellence and community impact through volunteer service. To assist members who nominate, process, and endorse award nominations, a justification write-up format is now provided. This format will be **required beginning 1 August 2026** for the following awards:

- MG Horatio Gates Bronze
- MG Horatio Gates Gold
- MG Horatio Gates Lifetime Gold
- MG Horatio Gates Honorary

The COL Robert L. Manning Achievement Medals will follow this format when the nomination is based on AGCRA contributions. Nominations that lack measurable impact or do not follow the required format may be returned for revision.

Sample Contribution Statement in bullet format (may/must include multiple Chapter service periods per award criteria):

Chapter Name, Chapter Role(Member, Committee Member, or Officer Position), Service Period YYYY-YYYY-

quantifiable/qualitative bullet type achievement #1-
 quantifiable/qualitative bullet type achievement #...

Justifications for AGCRA contributions must be **specific, measurable, and relevant** to the Association's goals. Use the 5 Ws to structure the write-up:

WHO: Identify the nominee, their role, and their sphere of responsibility. Demonstrate that they were positioned to make meaningful contributions.

WHAT: Describe the specific actions, accomplishments, or leadership contributions. Make the achievement visible, measurable, and undeniable.

WHEN: Provide the timeframe of the achievement and its relevance. Show that the contribution was timely and impactful.

WHERE: Explain the environment, chapter, event, or program where the impact occurred. Demonstrate mission-aligned influence.

WHY: Justify why the achievement is exceptional and deserving of recognition. Show that the nominee's impact exceeded expectations.



Adjutant General's Corps Regimental Association
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