



**STRATEGY
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**ADJUTANT GENERAL COMPANY GRADE DEVELOPMENT
IN THE 21ST CENTURY**

BY

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ABSTRACT

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In October 1999, at the Association of the United States Army annual meeting, Army Chief of Staff, General Shinseki unveiled the new Army vision for a force that is strategically responsive and dominant across the entire spectrum of operations, anywhere in the world and under any circumstances. Based on this vision, the Deputy Chief of Staff for Personnel (DCSPER) and the personnel community are evaluating existing capabilities, needs and requirements to accommodate the future force. Major decisions have already been made regarding technological improvements and force structure required to facilitate change. This paper will review current Adjutant General Corps company grade career progression opportunities in light of Army and Personnel Transformation.

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ADJUTANT GENERAL COMPANY GRADE DEVELOPMENT IN THE 21ST CENTURY

Quality people are the cornerstone of today's Army, and will remain so in the future. Without highly skilled, competent, and dedicated people, it does not matter how lethal our weapons are or how strategically responsive our formations are. Manning the force is an integral part of our transformation strategy. It encompasses a commitment to the well being of all personnel that form the Army – soldiers, civilians, veterans, and their families – as well as emphasis on superior ways of investing in our most precious asset, our people.¹

The Adjutant General Corps, the 2d oldest Corps in the Army dating to 1775, has served our Army proudly for over 225 years. It has done so by supporting people-- by supporting the human dimension of soldiering. The Army has changed numerous times over the last two centuries and so, too, have the personnel management and human resources systems supporting it. By reorganizing and re-orienting its policies, systems and processes, the personnel community has been able to meet the demands of a changing Army.

Change is not a new thing for the Adjutant General Corps and the personnel community, but it is still difficult. In the recent past, the Army's human resources providers were directed to change as a result of Goldwater-Nichols Act and Officer Personnel Management System (OPMS) XXI. The first was directive in nature, from Congress/Department of Defense (DOD) and the other chartered inside the Army by the former Army Chief of Staff. Both are good examples of changes that required cultural as well as procedural framework modifications. Such is again the case with the current challenges presented by Army Transformation.

The Adjutant General Corps (Career Field 42), and existing personnel management and human resources systems, must now adapt to one of the most dramatic challenges in decades. The current Chief of Staff's new vision requires the personnel community to evaluate existing capabilities, needs and requirements to accommodate the future force, as appropriately it should. Consequently, the Deputy Chief of Staff for Personnel (DCSPER) has taken the lead and has begun a comprehensive Personnel Transformation. Major actions are well underway affecting force structure, systems, and processes, focusing on technological improvements required to facilitate change.

This paper will review current Adjutant General Corps functions, roles, company grade career progression opportunities, OPMS XXI, and the impact of Army and Personnel Transformation on the Adjutant General Corps. The purpose of this paper is to specifically provide career development options for Adjutant General branch company grade officers in light of Transformation.

WHY AN ADJUTANT GENERAL CORPS

The human dimension of soldiering requires a corps of experts, both green suit and civilian, to be able to orchestrate, integrate and assist the commander in taking care of soldiers.²

The purpose of the Adjutant General Corps is to formulate, interpret, implement policy and direct Army personnel management functions at all levels. These functions are executed under the oversight of the Deputy Chief of Staff for Personnel (DCSPER) as the Army's executive agent for human resources management. In broad terms, these functions include personnel manning, personnel services, personnel support, and personnel operations. Specifically, the Adjutant General core competencies both at the tactical and operational level are these: 1) personnel readiness, 2) personnel accounting and strength management, 3) casualty operations management, 4) replacement operations, 5) personnel information management, 6) postal operations, 7) morale, welfare and recreation activities, and 8) essential personnel services. Whether on the battlefield or in garrison, success depends on how these functions are managed and executed for commanders, soldiers, family members, and also for veterans, retirees, civilians, and contractors. These functions are the responsibility of the Adjutant General Corps and are required at all levels, for all components, and generally also for the joint community.³

The Adjutant General Corps officer plays a major role in managing increasingly complex and sophisticated systems. The Army Chief of Staff's vision of the future force will require Adjutant General Corps officers to become more technologically advanced and systems oriented in order to design and maintain an integrated electronic personnel and human resources system. Positions that Adjutant General officers hold require them to have knowledge and clear understanding of the intricacies involved in operating each existing system and future system, as well as connectivity with other systems. Additionally, these officers must acquire a broad skill set tailored to existing systems. This skill set must also be adaptive enough to allow each officer to use systems to meet specific mission requirements that sustain not only the individual, but also the organization. Adjutant General Corps officers must possess strong Army values and leader attributes, display sound interpersonal and conceptual skills, and be both technically and tactically proficient.⁴

ADJUTANT GENERAL CORPS COMPANY GRADE OFFICERS

What is the Adjutant General company grade career progression and why is it important for discussion? It is important for discussion because the implications of Transformation, in combination with those of OPMS XXI, are leading to dramatic change for the Adjutant General

Corps. Much effort is being given to the role of field grade Human Resources professionals in the 21st century, and equal effort must be given to how to grow those field grade professionals.

Company grade Adjutant General officers currently have opportunities to serve at theater, corps, or division level as well as in personnel groups, battalions and companies, postal companies, reception battalions and companies, recruiting battalions and companies, military entrance processing commands, and in other nominative positions. Lieutenants begin by attending the officer basic course and preparing for an assignment in a personnel management or postal position. Young officers perform as many personnel functions as possible to provide them with a broad foundation of knowledge that will serve them, their units and the Army when performing at all levels of responsibility. It is important to note, however, that only about 30-40% of Adjutant General lieutenants begin their careers in this manner.⁵

The Adjutant General Corps is one of the branches that participates in what is called the Branch Detail Program, and this is a key factor in considering options for the future. Each year a percent of a basic year group, up to 60-70% for the Adjutant General branch, participates in this program designed to fill all lieutenant positions and to account for future structure imbalances. Officers are detailed into Infantry, Armor, Field Artillery, Air Defense and Chemical branches whose structures allow for normal attrition as the officer progresses from lieutenant to colonel. The "donor" branches of Military Intelligence, Signal, Adjutant General, Finance, Transportation, Ordnance and Quartermaster all have inverted pyramid structures, requiring a significantly smaller number of lieutenants than captains and majors. The Branch Detail Program is an essential tool for cross-leveling the force structure imbalances between combat arms, combat support arms and combat service support branches. This program makes it possible for combat support and combat service support to meet their captain and major needs as the detailed officers return to their basic branches. Both Adjutant General and Military Intelligence officers are detailed for three years, while the other donor branches serve two-year details. The branch detail program also gives lieutenants an opportunity to gain leadership experience with combat arms units. The combat arms experience is invaluable to the officer and the basic branch because the officer develops warfighting skills combined with branch-specific technical skills. Officers who are branch detailed attend their detailed officer basic course. Adjutant General officers in the detail program are highly encouraged to seek out Battalion Adjutant positions to better prepare themselves for the Captains Career Course and their future assignments.⁶

The Captains Career Course is usually attended after an officer is recommended for promotion to Captain. It is important to note that the first personnel experience a detailed

Adjutant General officer may have is attendance at the Adjutant General Captain's Career Course. Upon completion of the course, officers are normally assigned to branch qualifying positions such as company command, readiness officer, strength manager, adjutant, chief of plans and operations, as well as chief of other personnel sections. Captains become branch qualified once they serve 24 months, preferably in two branch qualifying positions. Upon becoming branch qualified, officers are assigned to meet the needs of the Army. They should expect to be assigned to positions like Reserve Officer Training Corps (ROTC) duty, Active Component/Reserve Component (AC/RC) duty, recruiting command and other nominative assignments.⁷

Captains apply for functional area designation between their 5th and 6th year of service. Functional Areas are designated based on officers' desires, qualifications and needs of the Army. Common functional areas for Adjutant General officers are Human Resources Management (FA 43), Comptroller (FA 45), and Public Affairs (FA 46). This provides officers flexibility to seek out other career options not provided by the Adjutant General Branch and to meet Army requirements.⁸

OPMS XXI

As early as 1996, Army Chief of Staff, General Dennis J. Reimer recognized potential problems with personnel and human resource systems. He said, "It is now time to take a holistic view of the Officer Personnel Management System processes and systems as we know them today."⁹ The Chief of Staff's concerns stemmed from an imbalance in personnel requirements, authorizations, and inventory. General Reimer could envision the situation worsening in light of Army After Next requirements. He created a tiger team whose charter was to recommend changes to the existing system to ensure it developed officers to meet the challenges and needs of the changing Army. What immediately surfaced was the recognition that the Army's existing human resource management system had no regular cyclic feedback mechanism to assess not only how well the components of the system were functioning, but whether the system was adequately supporting the overall Army.¹⁰

As a result of the tiger team's efforts, General Reimer was presented with the following three overarching recommendations:

- Create a strategic human resource management system
- Create an Officer Development System as part of a larger Army Development System.
- Create a career field based management system.¹¹

General Reimer tasked the DCSPER to take the above recommendations and create a new, more adaptive and responsive system – OPMS XXI. The DCSPER created a four-career field concept that was instituted as a measure to improve readiness and allow flexibility for officers to specialize within a chosen discipline. The four career fields were:

- **Operations** - composed of all 16 branches and 2 functional areas.
- **Information Operations** - responds to the requirements of the 21st century information age. Contains all related disciplines and created several new ones.
- **Institutional Support** – focuses on the technical and complex nature of running the Army as an organization. Contains all related disciplines to include Career Field 43, Human Resources.
- **Operational Support** – strengthens current readiness while building the future force through its liaison and acquisition specialties.¹²

OPMS XXI recognized that the strategic driver for Army decisions and actions is operational readiness. It also recognized that the first ten years of an officer's career remain critical to instilling the right values and sense of Army tradition and culture. It is during this time that all Army Competitive Category officers are branch qualified and serve as company commanders, becoming familiar with the Army's basic warfighting mission. Instilling the warfighting ethos in our junior officers first before emphasizing the technical and specialty expertise required at the field grade level remains a priority and allows the Army to better prepare for the today's and future battlefields.¹³

The Adjutant General branch is currently within the Operations Career Field, but Human Resources Management is in the Institutional Support Career Field. This is important to note for two primary reasons: 1) Personnel operations and Human Resources Management are inextricably linked from a functional perspective, and 2) a merger between these two may again be likely. We will come back to the impact of this after a look at the implications of Transformation.

ARMY TRANSFORMATION

Recent events such as Task Force Hawk, the East Timor crisis, and much publicized criticism of the Army's lack of rapid response capability has caused the Army's senior leaders to re-look the Army of the future. In October 1999, at the Association of the United States Army annual meeting, Army Chief of Staff, General Shinseki unveiled the new Army vision. He launched his specific plan for transformation of the US Army into a force that is strategically responsive and dominant across the entire spectrum of operations, anywhere in the world and under any circumstances.¹⁴

The Army's future force is one that is more strategically flexible and more strategically dominant. The requirement is, therefore, a force that is more responsive, deployable, agile, versatile, lethal, survivable, and sustainable than our existing force. This future force is now referred to as the Objective Force. The Army strategy is simple--move to the Objective Force while maintaining sufficient capability to overmatch our adversaries without sacrificing our dominance, capability, or responsiveness. Over the next approximately eight years, three force structures will be implemented toward this strategy-- the Interim Force, the Legacy Force, and ultimately the Objective Force. A brief overview of the Interim, Legacy, and Objective Force principles is beneficial to facilitate an understanding of how the Personnel Transformation strategy is also being developed.¹⁵

The Interim Force will initially consist of Brigade Combat Teams (BCT) whose strength will be approximately 3500 soldiers. The bulk of each BCT will be comprised of three mechanized infantry battalions and a reconnaissance, intelligence, surveillance, and target acquisition squadron. The purpose of these units is to validate the operational and organizational model for future forces. This force is to be used as a stopgap measure primarily focusing on tenants such as responsiveness and capability that will have organic combat support and combat service support.¹⁶

The Legacy Force is not a new force but a modernized force. Through recapitalization of selected units and systems and emerging technology, this force will become lighter but still maintain its lethality and survivability. The purpose of this force is to greatly improve the Army's capabilities through research and development. This force is a transitioning force concentrating on using technological advancements such as digitization to transform existing weapons systems to improve lethality and survivability.¹⁷

The Objective Force is a force capable of rapidly responding to crises with reliable and dominant force. It can respond to a major theater war situation or be tailored to meet the needs of a small scale contingency. It will be comprised of the most sophisticated weapon systems relying heavily on information age technologies. No longer will combat service (CS) and combat service support (CSS) require significant battle space. Rather the Objective Force will rely on service and joint/interagency reach back capabilities for administration and logistics, among other support and services.¹⁸

So how does the personnel community fit in Army Transformation? A clear understanding of how important the personnel functions are to the success of Army Transformation is best achieved by focusing on these comments from General Shinseki:

The magnificence of our moments as an Army will continue to be delivered by our people. They are the engines behind our capabilities and the soldier remains the centerpiece of our formation.¹⁹

The personnel community is already responding and feeling the impact of the transitioning force. The ability to man three separate forces will be a major challenge. Compressed timelines and mandates on level of fills concerning the BCTs have already taken effect and can be expected to occur throughout the entire transitioning process. As structure changes, so do organizational documents. Managing varying structures at one time and working to meet requirements out of cycle is a major challenge. Therefore, as the DCSPER articulated in his recent vision statement, readiness is his number one mission.²⁰ Providing the right soldier, in the right occupational specialty, at the right time is his current challenge and will be even a greater challenge over the next decade. Additionally, due to the reduced battle space footprint requirement, the personnel community will be required to do more at home station, ensure that connectivity of required support systems is reliable, and to contract functions where feasible.

Manning the force is clearly a visible priority in Army Transformation, yet there is much more involved in supporting the force that is needed in Transformation. We need to look next at the DCSPER's Personnel Transformation strategy.

PERSONNEL TRANSFORMATION

The personnel community has over 350 cumbersome legacy personnel systems supporting antiquated business practices, and a modular personnel structure designed during the cold war. Personnel support to commanders and personnel service to soldiers is too complicated. We must be able to leverage web-enabled technology and deliver personnel support much more simply to the commander, the soldier and the institution... We are developing a multi-component core database... Concurrently, we will phase the redesign of our personnel functions, eliminate the unnecessary processes, and apply web-enabled solutions.... provide active duty enlisted soldiers on-line access to their official military personnel file in the next eighteen months, for example, have a web-enabled application to complete casualty documents, view Enlisted Records Brief, track soldier readiness processing, and begin to integrate personnel and pay transactions within the next twenty-four months. We believe that we should rely more on soldiers to maintain their own personnel information (name and family information), by providing them an interactive system, like today's banking on-line. Finally, business redesign should lead the structure change. Digital enablers will reduce the personnel footprint in the battle space. Other outcomes of this effort could be return of the company clerks, refocus of S1/G1/AG structures and elimination of costly C2...I am looking at reinvesting funds for reengineering and solution development, while we move to turn off legacy systems.²¹

This need for change was articulated in an executive summary from the DCSPER to the Army Chief of Staff in October 2000. The Personnel Transformation campaign was actually launched in April 2000 at the Personnel Leaders Meeting and has been aggressively worked since that time. The goal of the future human resources environment is values-based, world-class personnel support to the Army, responsive and versatile across the full spectrum of operations, fulfilling the needs of the force while optimizing contributions of all its members. The vision for Personnel Transformation is a personnel system that is simple, accurate and accessible.²²

The personnel community developed a strategy that is focused on making incremental and synchronized changes through the same three phases as Army Transformation... initial, interim, and objective. In all phases, the focus is on process and systems design, adjusting structure logically and deliberately in response to these enhancements. The three phases are outlined below:

Initial Phase -- This phase is currently ongoing, involving such actions as turning off certain legacy system applications, developing web-based applications, and using a corporate database, while merging organizations and synchronizing personnel functions at the Corps level.²³

Interim Phase -- This phase continues to remove legacy systems while expanding the use of the corporate database and introducing internet applications. Major structure changes will be the de-activation of Personnel Services Battalions and Groups, while simultaneously activating Personnel Service Centers. Additionally, integration of the Reserve Components will begin, along with reinstating unit clerks.²⁴

Objective Phase -- Focus is on implementing full use of the corporate database and architecture while streamlining, reengineering, and transforming processes and integrating Army and joint systems. Further, this phase completes the migration from legacy systems. Structure enhancements will include the complete elimination of command and control personnel headquarters, incorporation of personnel soldiers as part of operational units, reducing battle space footprint and integration of the reserve components.²⁵

As a follow on to the Personnel Leaders Meeting held in April 2000, and to further increase the momentum of Personnel Transformation, a Personnel Leaders Summit was conducted in December 2000. Consensus from this meeting was the following:

- Providing the full spectrum human resource support to commanders, soldiers, and their family members during the Interim and Objective Force must be done by a single professional experienced corps of officers... AG is this professional corps.

- Must merge Career Field 43 (Human Resources Management) into our concepts of knowledge based organizations...will require HR development starting at the company grade level that is less specialized and more multifunctional.
- Knowledge based organizations belong in the Institutional Support Career Field (ISCF)...AG branch must move to ISCF and remain an accessions branch.
- Command cannot be a critical element in the career development plan if human resources professionals are embedded in operational units across the Army and if separate personnel commands do not exist in the battle space.²⁶

There are many implications of Army and Personnel Transformation and many questions based on the above. For example, what substantive changes will need to be made to existing personnel and human resources systems? What OPMS XXI policies need to be altered? Where should the Adjutant General branch fit into OPMS XXI or a new, transitioned personnel system? If command is no longer key in career development, will Adjutant General officers be at risk for schooling and promotion selection? Should you keep the requirement for company command even though you do not have the opportunity for battalion command in your field? Can you move the branch into another career field and maintain its capability to access officers, and what kind of an exception to policy under OPMS XXI would that take? Can you remain a branch if you only have company grade officers? How should we acquire, educate, and utilize Adjutant General officers in the 21st century? Given reduced battle space, and elimination of Personnel Groups and Personnel Services Battalions, where will company grade officers develop the much-required skills? What is the correct mix of military, government civilian, and contractor personnel? What are the cost savings if personnel functions are contracted?

As the personnel strategy evolves, the issue of contracting services cannot be avoided. One aspect of Army Transformation is to contract where feasible. Senior leaders today argue that most combat service support functions, in particular administration and logistics, can be accomplished by a civilian work force through contracting. Contracting is not new to the Army and has been accomplished in every type of conflict dating back to the Civil War. In Bosnia and Kosovo today, contractors have become an acceptable means of augmenting most logistical capabilities and some administrative and postal capabilities. The trend is for an increasing number of civilian contractors in the theater to execute all administration and logistics functions, particularly in protracted peacekeeping operations. During deployment in Bosnia and Kosovo, the ratio of contractors to soldiers was one in ten. Today in Bosnia after five years the ratio is two contractors for every one soldier.²⁷ However, while contracting appears appropriate for small-scale contingencies and peacekeeping operations, will that be true for a hostile operation?

This paper cannot provide answers and solutions to all the above issues and questions, but they are important and will need consideration. What we will do next is explore some key and relevant options for the company grade career progression of Adjutant General Corps officers.

CAREER DEVELOPMENT OPTIONS

Given the Chief of Staff's Army Transformation and the challenges of Personnel Transformation presented to the personnel community, it is important to now address options for company grade officers in the future. This portion of the paper will focus on the key areas of potential for both the Army and the Adjutant General Corps given the objectives of Transformation -- the branch detail program, S1 positions, Personnel Services Center redesign, and education opportunities.

As briefly outlined earlier, the Branch Detail Program plays an important role in the development of approximately 60-70% of Adjutant General lieutenants today. The benefits of this program to the branch and to the Army are so outstanding that we should consider it a "must" for the future. This program successfully provides lieutenants the operational foundation necessary for all officers in this warfighting profession. The warrior ethos and leadership attributes developed during this stage are critical and undisputable. Additionally, contributing such a large percentage of Adjutant General officers to the Branch Detail Program allows the combat arms branches to meet their officer needs at the company grade level while enabling the Adjutant General officer to acquire operational skills upon which to overlay human resources programs and systems at a later time. This program is so consistent with Army Transformation principles that if necessary, the Adjutant General branch should consider committing even greater numbers of its accessed officers to this program. The impact to the Army and to the branch is not providing commands such as USAREC and MEPCOM officers to fill personnel and administrative positions but perhaps this would better serve the Army and Adjutant General branch of the future.

In looking at the personnel structure of the future, the elimination of the Personnel Groups and Personnel Services Battalions will have a dramatic effect on the company grade force. The elimination of these operational, command and control organizations, which provided immense opportunities for career development, will leave a tremendous void and require cultural re-orientation. Remaining Table of Organizations and Equipment (TOE) positions for company grade officers will be primarily in postal units, in corps and division G1 sections, and in theater personnel commands for a limited period. Additional opportunities will still exist in such relevant

positions as S1, executive officer, company command, operations officer, and testing officer in commands such as USAREC, MEPCOM, and AC/RC units. Currently 17% of our captains are employed in these organizations and this percentage could increase in the future providing this remains a key career development option.

Army and Personnel Transformation present the opportune time to focus Adjutant General company grade officers to the critical S1 position. Manning S1 positions in combat arms units at the battalion and brigade levels with Adjutant General branch officers, detailed or not, is right for the Army and the personnel community. From an Army perspective, it provides battlefield commanders an operational staff officer who understands the complexity and connectivity of personnel functions and systems on the battlefield and it also compensates for combat arms company grade officer shortages. From an Adjutant General branch viewpoint, it offers the single most critical position in the development process of future corps/division G1s and reinforces the critical operational link with the remainder of the Army and its institutional base for personnel and human resources programs and support. As a result of the introduction of new career field designations under OPMS XXI, S1 positions are currently coded FA 43, Human Resources, 02A, combat arms branch immaterial, or combat arms or branch specific. The action to fill as many S1 positions as possible with Adjutant General detailed, or non-detailed officers, would be consistent with Army and Personnel Transformation objectives.

Another key potential area for Adjutant General company grade officers is in the proposed Personnel Services Center, an organization that will assume many functions performed by the Personnel Groups and Personnel Services Battalions today. This organization is proposed to consist of four sections-- strength management, data information, staff actions, and personnel operations. Although this proposed structure provides limited opportunity for a few captains, it does not provide the same for lieutenants. Each section has numerous senior noncommissioned officers (NCOs) assigned to them as well as warrant officers. This organization provides a superb opportunity for company grade officers, lieutenants *and* captains, to gather a full understanding of all personnel functions that will be required of them as future human resource providers of the future force. The subject matter expertise available from the warrant officers and senior NCOs is invaluable. It would serve the Army and Adjutant General branch well to more fully incorporate lieutenant and captain positions in the proposed Personnel Services Center concept.

The last area of potential discussed in this paper for developing Adjutant General company grade officers for the future involves education and training. Technology requires a new mindset and skill set. New and innovative accession techniques may be required to gain

access to those officers with technology and/or human resources educations. Because of the move to a more electronically based personnel system, officers may need to come schooled with undergraduate degrees such as computer science, business systems, behavioral sciences, or human resources management. Entry-level training may have to be adapted to train soldiers at all skill levels on new technology and new systems. The current goal of officer professional development and education programs is to produce tactically and operationally proficient officers to lead the branch in combat. It is likely that as the Army transforms, there will be a need to take a holistic look at critical information requirements and associated systems.

Additionally, education opportunities for advanced civil schooling (ACS) and training with industry (TWI) need to be available to branch qualified captains in the future. The program is a clear indicator in the value of investing in our people. As the personnel community develops and adopts more and more business-like practices, it is necessary to take a closer look at how we manage these programs. Options presented will not require new programs but adjustments to existing programs. In looking at the ACS option, Adjutant General branch should seek out those institutions with world-class human resources programs as they relate to our functions. In terms of the TWI program, recommend the development of a fellowship program whereby Adjutant General branch nominates 6-12 branch qualified captains to spend a year with a major business firm, for example Mackenzie Corporation. The DCSPER would decide who is selected, be personally briefed twice a year, and presented a thesis on a mutually agreed upon topic. Officers selected to participate in this program would work directly for an executive of the corporation, preferably the director of human resources. A similar program already exists at the DOD level for officers in the grade of Lieutenant Colonel but is logical for younger officers based on investment and additional service obligation. The program recommended here would show an investment to our officers and indicate to them we are committed to having them as our future senior leaders. The risk of potentially losing these officers to greater business opportunities would be no greater than what already exists.

It is clear that career development for Adjutant General Corps officers will be modified based on the outcome of pending Transformation initiatives, and we have looked at only a few areas of potential for that career development. Whatever the future career development path becomes, to ensure officers are not disadvantaged future board members will clearly need to be briefed on the changes.

CONCLUSION

We must meet our requirements to shape and respond in the near term, while at the same time we must transform US combat capabilities and support structures to be able to shape and respond effectively in the face of future challenges.²⁸

As long as there is a fighting force, regardless of its size, the functions and roles of the Adjutant General officer will be required. We must man the force, distribute the force, sustain the force, and transition the force. We must account for people, perform casualty operations, and support families in all circumstances. The Army needs a branch that exists exclusively to support the human dimension of soldiering – a branch that dedicates its trained and ready officers, NCOs, and civilians to the service of commanders, soldiers, families, retirees, and veterans. What will change are the tools, tactics, techniques and procedures used to provide personnel and human resources services and there must be new career options for the corps of officers who meet this critical need.

The implications of Army and Personnel Transformation on career development for the Adjutant General company grade officer are dramatic, but also opportune. It is clear that reliance on technological advancements is critical to the success of both these transformations, and the personnel community needs to leap ahead with simpler, more effective systems and processes. Having limited exposure in the battle space does not constitute an elimination of the vital role and functions of the Adjutant General corps, but does change structure and ways of serving. Structure changes are required that are in keeping with the best interests of supporting soldiers, civilians, veterans and family members. The successful development of future Adjutant General company grade officers may lie in expanding Branch Detail Program participation, which provides officers the unique opportunity to develop their leadership skills and a basic understanding of the Army. As the TOE structure of the personnel community reduces, we must also continue to seek a better balance between assigning our junior officers to both TOE and TDA organizations. Recoding battalion and brigade S1 positions and expanding other positions in the new Personnel Services Centers provide opportunities for this balance and are consistent with Army Transformation objectives.

Options presented in this paper are not all inclusive and do not address the numerous related questions and issues. However, it is clear that the community that specializes in supporting the human dimension of soldiering owes its junior officers the same benefit of a definitive career path that officers in other branches will have, even if it offers different options. Maintaining connectivity with battlefield commanders is important for the Army, the Adjutant General branch, and the officer serving within it, -- and there are options available to do this.

In his address to the Association of the United States Army (AUSA) General Shinseki stated that Army Transformation is the most significant change to the Army in 100 years.²⁹ The personnel community has the same opportunity and challenge to change and must take advantage of it and get it right, the first time. It is imperative to make changes during the transformation process, not after the 'new Army' has already been established. Transformation will not occur rapidly, but critical changes on the path to Transformation will. Taking the time now will clearly pay dividends in the long run.

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ENDNOTES

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⁹ Officer Personnel Management System XXI, Final Report. Washington D.C. 9 July 1997: iii.

¹⁰ Ibid., 6-1.

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¹² Ibid., 7-5,7-6.

¹³ Ibid., xviii.

¹⁴ A Case Study of the Army's Transformation Strategy. LTC James R. Oman, 20 September 2000. 1.

¹⁵ Ibid., 2-3.

¹⁶ Ibid., 5.

¹⁷ Ibid., 6.

¹⁸ Ibid., 7-8.

¹⁹ The Army Vision. February 2000. available from <http://www.army.mil/armyvision/chain.htm>.Internet accessed 3 February 2001. 6.

²⁰ 1775, "DCSPER Vision Statement", 10 Spring 2001, 5-6.

²¹ LTG Timothy J. Maude. Executive Summary, "Personnel Transformation," 12 October 2000. 1.

²² LTG Timothy J. Maude. "The Army's Personnel Transformation for the Future". 1 December 2000. available from <<http://www-perscom.army.mil/tagd/Transition/Whitepaper/htm>> Internet; accessed 17 February 2000. 2.

²³ "United States Army Personnel Transformation Campaign Plan". December 2000. available from <<http://www-perscom.army.mil/tagd/transition/campaign%20plan.htm>> Internet; accessed 17 February 2001. 2.

²⁴ *Ibid.*, 2-3.

²⁵ *Ibid.*, 3.

²⁶ Personnel Leaders Summit. "42/43 Leader Development Workgroup". 5 December 2000. Alexandria, Virginia.

²⁷ Personal notes from Bosnia SFOR6, LTC Rick Schenck, 7 March 2000, U.S. Army War College.

²⁸ Andrew F. Krepinevich, "The Challenge of Transformation," lecture. Carlisle Barracks, PA, U.S. Army War College, 31 January 2001, cited with permission of Mr. Krepinevich.

²⁹ A Case Study of the Army's Transformation Strategy. LTC James R. Oman, 20 September 2000. 10.

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