

IMPACT OF ARMY TRANSFORMATION ON ADJUTANT GENERAL'S CORPS OFFICERS

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USAWC STRATEGY RESEARCH PROJECT

**IMPACT OF ARMY TRANSFORMATION ON ADJUTANT GENERAL'S CORPS
OFFICERS**

by

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ABSTRACT

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Army Transformation will transition the Army from a division-centric to a brigade-centric tactical force. In support of Army Transformation, the Army's military Human Resources (HR) community will also transform through a concept called Personnel Services Delivery Redesign (PSDR). The PSDR concept will reshape military HR processes and revamp the methods of delivering military HR services to the Soldier. Through Army Transformation, the Army will restructure operational units with additional military HR support positions and eliminate certain military HR organizations. The Army also recoded Battalion S1 positions to control specialty 42Z, Adjutant General (AG), which significantly increased AG lieutenant and captain positions. The available population of AG lieutenants and captains will not adequately support these additional positions. This will impact the military HR community's ability to support Army Transformation as well as AG lieutenant and captain assignments, professional development, retention and potentially impact the military HR support provided to Army units. Until AG lieutenant and captain populations grow to fully support positions, it will take a team effort throughout the military HR community to mitigate the potential negative impacts of an insufficient AG company grade officer population.

IMPACT OF ARMY TRANSFORMATION ON ADJUTANT GENERAL'S CORPS OFFICERS

Our nation's oldest military service is undergoing a remarkable transformation, from being a peacetime Army prepared for a major conventional war against another large military, to a consistently more agile and deployable force capable of taking on and sustaining a full range of missions around the globe.¹

—Donald Rumsfeld

As the United States Army transforms to a brigade-centric modular force to meet the challenges of the 21st Century, the military Human Resource (HR) community will also transform to meet the increasing demands of a more agile, deployable and versatile force. The military HR community will make fundamental changes to how Army units and Soldiers receive military HR services and support.² The Personnel Services Delivery Redesign (PSDR) concept is the military HR community's formal reallocation of military HR service functions and support. This concept will revamp the Army's method of providing essential HR services to its Soldiers and of managing the strength and distribution of its personnel. The PSDR concept provides additional military HR personnel to brigades and battalions to professionalize their S1 sections and ensure modular forces have the capability and structure necessary to execute essential HR services and strength management functions. In addition, the Army recoded Battalion S1 positions to control specialty 42Z, Adjutant General (AG). This significantly increased AG lieutenant and captain positions. Unfortunately, the available AG lieutenant and captain populations will not adequately support these additional positions and will impact the military HR community's ability to support Army Transformation.

The purpose of this paper is to discuss how implementing the PSDR concept without the required AG lieutenant and captain populations to fill the additional AG positions will impact AG company grade officer assignments, professional development, and retention as well as potentially impact the HR support battalion S1 sections provide Soldiers. The paper will conclude with recommendations to mitigate the potential negative impacts of implementing the PSDR concept with an insufficient company grade population. The recommendations focus on training, an equitable distribution of assignments and professional development opportunities, and the necessity to have HR senior leader involvement and acceptance of the PSDR concept.

As a point of clarification, for the purpose of this paper, Human Resource (HR) refers to the military Human Resource community, personnel, organizations and service support functions and does not refer to any aspects of the civilian Human Resource system.

PSDR Background

In January 2005, the Soldier Support Institute (SSI) conducted a PSDR Concept Validation Pilot Program in the 101st Airborne Division (Air Assault). Tasks performed by the Personnel Services Battalion were migrated to battalion and brigade S1's during the Pilot. This expanded many of the 600-plus personnel tasks S1s performed and added over 20 new tasks.³ Representatives from the Department of the Army (DA) evaluated the program.⁴ In May 2005, the evaluators proclaimed the PSDR Concept Validation Pilot Program a success. Based on this success, Army senior leaders approved the PSDR concept for Army-wide implementation across the three components, Active, Reserve, and National Guard.⁵

However, it is worthwhile to note there are several Army organizations the Army will not convert under the PSDR concept. These organizations include Table of Distribution and Allowance (TDA) organizations, separate companies and detachments, Training and Doctrine Command Schools, joint units, and headquarters such as division, corps, major commands (MACOMS), and higher G1 sections. With the inactivation of Personnel Services and Soldier Support Battalions, self-sustaining garrison Military Personnel Divisions (MPD) assumed the responsibilities of providing HR and installation general support functions to units and organizations assigned to their installation.⁶

PSDR Concept

The Army traditionally had HR support units capable of building, generating, and sustaining the force across the full spectrum of operations.⁷ Providing HR support to an Army transforming to a modular, expeditionary force, capable of conducting independent operations has created an incredible challenge for the HR community. HR structure and functions had to change from an area-centric model to a brigade-centric model. The PSDR concept aligns HR support to a brigade-centric Army.⁸

The PSDR concept empowers unit commanders to provide HR support directly to their Soldiers by giving commanders direct access and support from HR functional experts and by pushing HR services support, personnel accounting and strength reporting, readiness and information management, and system accesses to the brigades and battalions.⁹ Granting systems' permissions and accesses to the brigade and, to some degree, the battalion S1 levels removes multiple layers of hierarchy and gives S1 sections access to DA level systems at the Army's Human Resource Command (HRC).¹⁰ Brigades and selected battalions are capable of processing actions such as promotions, awards, and evaluations directly with HRC for active and reserve components, and the respective state's Joint Force Headquarters for National

Guard units and personnel. In the past, these HR support tasks fell under the purview of the Personnel Commands, Personnel Groups and Personnel Services and Soldier Support Battalions; however, Army Transformation inactivated these HR units. In addition, HRC now coordinates and processes strength management actions (replacement, reassignment and reclassification) directly with brigades and separate battalions. To execute these additional HR support tasks, and support Army Transformation, the Army decided to enhance brigade and battalion S1 sections with additional HR personnel.

In addition to increases in HR personnel, equipment and bandwidth connectivity are essential enablers for the PSDR concept to work. As a result, the Army authorized appropriate levels of automation, web-based systems, communications equipment and available bandwidth connectivity to ensure Soldiers receive critical HR support in garrison and a deployed environment.¹¹ For example, these enablers will also provide brigades and selected battalions the ability to issue ID cards as well as digitally transmit evaluations and awards which were functions Personnel units performed in the past.¹² Different types of operational units will receive different enabler packages but will have the same capabilities.¹³

Impact of PSDR Concept on AG Officer Positions and Assignments

Historically, officers from the basic career branch associated with the unit's military designation filled battalion and assistant brigade S1 positions, such as an Infantry officer serving as an S1 in an Infantry Battalion. The Army's decision to recode the battalion and assistant brigade S1 positions to AG in support of the PSDR concept, resources Army unit S1 positions with officers trained and educated in HR functions. This also significantly increases the AG captain and lieutenant positions for the AG Corps and the Army.¹⁴

AG lieutenant positions will increase from 75 to 337 by September 2008, an increase of 262.¹⁵ Captain positions will increase from 486 to 717 by September 2008 for a total growth of 231.¹⁶ Of the 337 lieutenant and 717 captain positions, 302 (90%) lieutenant and 418 (58%) captain positions are battalion and assistant brigade S1 positions.¹⁷ The remaining 35 lieutenant and 299 captain positions are in units such as Military Entrance Processing Stations, AG reception battalions, training battalions, theater level battalions, recruiting battalions, postal companies and installation, corps or division staffs.

The Army's challenge now is that AG company grade positions have increased to a degree that negatively impacts the AG Corps' ability to fill battalion and assistant brigade S1 positions with AG officers. The projected AG lieutenant population through Fiscal Year (FY) 2007 is 265 with only 192 available to fill AG positions.¹⁸ For example, of the 265 lieutenants,

70 will be serving in the Army Branch Detail program or non-AG assignments, and three will participate in the Army Advanced Education program. The projected AG captain population through FY 2007 is projected to be 808; however, only 511 will be available to fill AG positions. Of the 808 captains, 123 will be serving in the Army Branch Detail program or non-AG Army requirements, 84 are projected to be in training, 34 will transfer out of the AG Corps through the Army Career Field Designation (CFD) program and 56 are projected to transition out of the Army.¹⁹

As a result of AG officer shortages for its units, the Army is faced with an AG company grade fill plan dilemma. The growth of AG lieutenant and captain positions surpassed available population in October 2006. In FY 07, AG lieutenant positions will increase to 289. These will include 254 battalion and assistant brigade S1 positions and 35 other AG positions. With a projected available population of 192 lieutenants, in FY 07, the Army can only fill 76% of the 254 S1 lieutenant positions; however, that would prevent filling any of the other 35 positions. To help reduce the AG lieutenant population shortage, the Army plans to increase AG lieutenant accessions and reduce the number of AG officers participating in the Army Branch Detail program.²⁰ In addition, senior Army leaders have authorized the curtailment of AG officers currently in the Branch Detail program from four years to three years.²¹ As a result, by FY 09, the projected available lieutenant population will be able to fill over 93% of AG lieutenant positions.²²

The same dilemma HRC had with determining a lieutenant fill plan also exists for captains. The available captain population through FY 07 will be able to fill 511 AG captain requirements or 81% of AG captain positions. By the end of FY 07, AG captain positions will increase to 630. These will include 331 battalion S1 positions and 299 other AG positions. If the Army filled 100% of the S1 positions, it could only fill 60% of the remaining AG positions. There are also some non-S1 AG positions that the Army must fill since they are company command positions and positions in high priority units. To help alleviate this situation, the Chief, AG Officer Branch has recommended the Army fill a minimum of 85% S1 captain positions in deploying units, 80% in non-deploying units and 70% of AG non-S1 captain positions.²³ The good news is, the AG captain population will steadily increase over the next five years as the additional accessed lieutenants' are promoted to captain; the Army curtails Branch Detail officers' tours from four to three years; intra-service and inter-service branch transfers occur; and captains transfer into the AG Corps through the Career Field Designation (CFD) process. The available population could also increase if the Army reduces the number of non-AG positions AG captains must fill.

While the initial implementation of the PSDR concept created a temporary shortage of available AG lieutenants and captains, the PSDR concept introduced a new issue regarding professional development opportunities for AG company grade officers. In the past, it was not unusual for AG officers to serve the majority of their company grade years in personnel units or G1 staffs. More AG officers will fill S1 positions in Combat Arms, Combat Support, Special Operations, and other Combat Service Support units. As a result, AG officers will now serve majority of their AG company grade years in non-AG units and will have non-AG officers as raters and senior raters.

Another potential professional development issue is that with AG positions in Combat Arms and Special Operations units, AG coded positions now include gender specific requirements. The Army must assign female Soldiers based on Direct Combat Probability Coding (DCPC) which restricts female Soldiers from filling positions coded P1.²⁴ P1 coded positions are in units that have a routine mission to engage in direct combat or collocate with units that have a direct combat mission.²⁵ AG company grade positions now include 17 lieutenant and 125 captain P1 coded positions.²⁶ DCPC assignment rules will have minimal impact on lieutenant assignments, but with females accounting for 46% of the current AG captain population, and 60% of the AG officers recruited in 2003 thru 2005, it could potentially impact the Army's ability to fill all AG P1 coded captain positions.²⁷ While the Army can recruit a higher ratio of male lieutenants, they will have a limited impact until they are promoted to captain in three to four years.

Perhaps more important is the impact gender specific and DCPC assignment rules will have on the equitable professional development opportunities afforded AG company grade officers. In the past, AG officer men and women could gain similar experience in units across the Army. AG male officers will now have more opportunities than AG female officers to serve in various units across the full spectrum of Army operations and gain additional professional development and operational experience. The only viable solution to this issue would be for the Army and Department of Defense (DOD) to change the DCPC assignment rule; however, this is beyond the scope of this paper.

A related assignment challenge will be filling positions in airborne units which have also increased, predominantly in the 82d Airborne Division. Although the current population of airborne qualified AG officers will support the additional airborne positions, airborne training is voluntary. It is not guaranteed that there will always be enough AG airborne qualified officers to fill these positions.

As the PSDR concept causes an increase of AG company grade positions across the Army, there are several challenges in supporting the PSDR concept the Army's HR community must address. The impact of not having the officers to fully support the increase in positions directly impacts the HR community's ability to support Army Transformation and potentially the Global War on Terrorism's (GWOT) high Operations Tempo (OPTEMPO).²⁸ This situation creates potential issues and challenges for senior leaders of the HR community and AG company grade officers.

Issues and Challenges in Supporting the PSDR Concept

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.²⁹

Historically, the HR community believed battalion S1 positions were key developmental assignments for company grade AG officers and welcomed wholeheartedly the decision to recode brigade and battalion S1 positions to AG. The Army G1 said the PSDR concept will be the most significant change in the HR business AG officers have seen in their careers.³⁰ The PSDR concept provides the HR community an opportunity to demonstrate the value of having professional HR officers in unit S1 sections and to use the expertise of the HR officer to improve the level of personnel support provided to a unit, both in garrison and while deployed.³¹ Therefore, it is imperative that the HR community develops well trained and prepared AG officers to maintain credibility across the Army and ensures battalion commanders receive their authorized AG company grade officers.

The first issue facing the HR community would be not having AG officers available to provide commanders the right officers with the right skills to fill S1 positions. This could force commanders to use basic branch officers to fill S1 positions and potentially leave a basic branch position vacant elsewhere in the battalion. Although commanders accepted the general PSDR concept of having a trained HR professional in their S1 section, once the Army recoded the S1 position to AG, commanders expected and will continue to expect to receive an AG officer. Until the AG officer company grade population grows over the next several years to support these positions, the HR community will have to mitigate the negative impact of not having the required population for commanders to truly appreciate the PSDR concept of having trained HR professionals on their staff.

A second issue will be the impact of an insufficient available AG company grade officer population on their professional development. The Officer Personnel Management System (OPMS) encompasses all policies and procedures for officer training, education, assignments,

evaluations, promotions and separations from the Army.³² In 2005, the Army G1 revised DA Pamphlet 600-3, Commissioned Officer Development and Career Management, to introduce a new OPMS Officer Developmental Model.³³ The new model reflects a broader, less prescriptive career path to enable officers to obtain the breadth and depth of basic branch skills and gain joint and interagency experience earlier in their careers. The broader career path eliminates the yellow brick road concept to success. This broader career path also enables more officers to fill branch immaterial positions and attend graduate school during their career to develop additional skills.

The increase in AG officer positions and AG officer company grade shortages will impact the flexibility to assign AG company grade officers to non-S1 AG and branch immaterial positions. The HR community must assign officers to S1 positions to ensure the PSDR concept is fully supported, but still provide opportunities to develop its company grade officers. Although S1 positions are key developmental positions, AG company grade officers will lose valuable leadership and professional development experience if they have to serve in S1 positions multiple times and are not allowed to fill other AG or branch immaterial leadership positions such as company command positions in training and recruiting battalions, or fill available graduate school seats. For example, this could limit the number of officers able to participate in the Graduate School Education program. The HR community must manage company grade professional development carefully to ensure AG officers develop in accordance with OPMS policies.

A third potential issue involves the operational leadership experience Branch Detail officers bring to the AG Corps. One solution to increase the number of lieutenants is to reduce the number of AG lieutenants serving in the Army Branch Detail program.³⁴ Officers are detailed into Infantry, Armor, Field Artillery, Air Defense, and Chemical branches. AG Corps officers serve in the Branch Detail program for four years. There are many advantages to serving in the Branch Detail program. It gives officers an opportunity to gain invaluable leadership experience and it develops war fighting skills only obtained in combat arms units. The dilemma facing the HR community is sacrificing the leadership experience and unique war fighting skills branch detail officers gain to offset the AG officer shortages.

Ironically, while the PSDR concept reduces the number of lieutenants receiving combat arms experience through the Branch Detail program, it increases the opportunities for AG officers to gain operational experience in Combat Arms, Special Operations, Combat Support, and Combat Service Support units. Some of these units will also include airborne positions. Serving in these types of units will require officers to not only be technically proficient but also

develop operational skills unique to their assigned units. Since AG officers will be assigned to units across the entire Army, more AG officers will experience a high OPTEMPO and deploy. Prior to the PSDR concept, officers returning from deployments could be assigned to non-deployable TDA type units. This helped the Army manage assignments to high OPTEMPO units and the time officers spent away from families. The officer shortages will require some officers to complete back to back tours in units with a high OPTEMPO.

A fourth issue could be the impact potential high OPTEMPO assignments will have on AG company grade attrition. The next five years will be critical as captains and lieutenants experience this change without a sufficient population to reduce the amount of time spent in operational units. Two of the top reasons AG officers say they have separated are OPTEMPO and family reasons.³⁵ These reasons are in line with the findings of a 2005 survey on officer careers which indicated that 48% of officers were leaving due to lengthy family separations and 42% because of too many deployments.³⁶ In FY06, AG company grade attrition increased from a 10 year average of 8.1% to 9.0%.³⁷

In addition, the armed services attrition rates for company grade female officers have been higher than males. Especially noteworthy, separation rates across the services prior to the 4th year of service was 7% for females compared to 4.4% for males and 11.9% for females and 6.6% for males separating between their 5th and 8th years of service.³⁸ Conflicts between work and family were cited as the leading cause for female junior officers' decision to leave.³⁹ Since females account for 60% of AG company grade strength for year groups 2003 through 2005 and females traditionally have higher attrition rates than males, then given the higher OPTEMPO assignment path, the overall AG company grade attrition rate could potentially increase.

A related issue that could impact attrition is the career path change from a command-centric to staff-centric assignment path. With Army Transformation inactivating Personnel and Soldier Support Battalions, AG officers will have limited opportunities to command. Although the AG Corps was not as command-centric as combat arms units and company command was not a requirement for branch qualification, the Army could provide captains desiring a command an opportunity to command an AG or branch immaterial command. Historically, a normal career path for AG officers included serving as a company executive officer, company commander, battalion executive or operations officer and battalion commander. Although there are still limited opportunities to follow this command path, the PSDR concept has changed the path for the majority of AG and HR officers to an S1 or staff-centric path. Officers will serve as an assistant brigade S1, battalion S1, brigade S1, and can compete for a Division G1 position.

This could impact job satisfaction and attrition for officers who want the opportunity to serve in command leadership positions.

However, despite these challenges, HR leaders can positively address the concerns associated with the aforementioned issues by taking proactive measures to mitigate the negative impacts of implementing the PSDR concept with a limited AG company grade population. The next section will discuss ways to mitigate the potential negative impacts.

Mitigating Potential Negative Impacts

This piece of HR Transformation is important for our community and the soldiers and commanders we support. Together we will make this work for soldiers and our Army.⁴⁰

To support Army Transformation and the PSDR concept, HR leaders must mitigate the potential negative impacts associated with the company grade officer shortages, fewer branch detail lieutenants and different types of assignments that will change the career path for AG company grade officers and possibly increase attrition. As the HR community implements the PSDR concept across the Army and the AG company grade population grows, the next five years will be critical for the HR community. The HR community must support AG Corps company grade officers and provide them the tools to successfully support Soldiers and commanders. Training, an equitable distribution of assignments and professional development opportunities, and HR senior leader involvement will be the keys to successfully mitigate the potential negative impacts.

The most vital asset to an organization is its people, and we do them and the Army an injustice if they are not trained properly. Training is vital to the successful implementation of the PSDR concept and mitigates the potential negative impact of having basic branch officers serve as the battalion S1 when the population will not support an AG officer filling the position. There are two approaches the HR community is currently using to ensure AG and basic branch officers filling S1 positions are trained and ready to provide HR support to commanders. First, the Soldier Support Institute established a training team called the New Organizational Training Team or simply the “NOT” Team. This team trains brigade and battalion S1 sections on functions and tasks that migrated to the S1 sections from the Personnel Services and Soldier Support Battalions.⁴¹ Training is tailored to each installation and unit, focused by position and a Soldier’s grade, and lasts from 12 – 20 days.⁴² Contractors also train soldiers on the equipment fielded with PSDR.⁴³ With the Army’s help, the HR community must continue to resource this type of training and ensure basic branch officers receive HR and S1 training until the Army can

fill 100% of S1 positions with AG officers. This can be accomplished through distance learning training packages or through installation and brigade training programs.

The second approach would be ensuring AG officers receive the proper training during the AG Officer Basic (BOLC III) and Captain Career Course to assume S1 positions. The AG School refocused its training from command-centric to staff-centric to better prepare officers to assume S1 positions in both a garrison and a deployed environment. To help them adjust to a high OPTEMPO environment, the AG school increased the rigor in training. The AG School uses the same standardized Warrior Tasks & Battle Drills that other Basic Officer courses use. In addition, the AG School requires officers to plan and conduct Convoy Operations; assume force protection roles; serve on 12 hour shifts as members of a brigade or battalion S1 under the PSDR concept configuration; and work in a simulated combat environment which includes sniper attacks, mortar attacks, and interaction with the local population and the media.⁴⁴ This type of training also helps offset the operational training experience the AG Corps will lose with fewer officers participating in the Branch Detail program and help officers adjust to the culture in the operational environment. The PSDR concept will be a success when commanders receive officers trained and ready to assume the responsibilities of the S1.

HR community leaders must also ensure HRC closely manages AG company grade officer assignments and professional development by ensuring there is an equitable distribution of assignments across the AG officer corps. Although the officer population will drive the percentage of AG positions filled, HRC must balance Army requirements with the officer's personal and professional development desires. Creating multi-skilled, agile, versatile and innovative leaders will require flexibility in assignments and professional development opportunities. The HR community needs to allow AG officers to continue their professional development by competing in the Army's Graduate School program and filling nominative and branch immaterial positions.

Balancing Army requirements with the officers' desires and providing professional development opportunities could also mitigate the attrition of AG company grade officers. Generational research indicates that leaders who understand the unique characteristics of their subordinate's generation group can positively impact job satisfaction and attrition rates. Most company grade officers fall into either Generation X or Generation Y; those born between 1964 and 1979, and those born between 1979 and 2000 respectively.⁴⁵ Although, different generations have distinct characteristics and expectations, Generation X and Generation Y share similarities, especially regarding the workplace. Generation X officers believe the job is still central but want to create a balance between life and work; their loyalty is based on a bond

of trust between the Army and the officer instead of lifelong employment; and education is important to them.⁴⁶ Generation Y officers also want a work, life and education balance, but want ownership and control of their own fate, and would like mentors engaged in their professional development.⁴⁷ The common threads between these generations are balancing work and life and an emphasis on education. Although the current War on Terrorism will keep the OPTEMPO high and increase deployments, balancing time away from family and providing opportunities for education will meet generational desires of both Generation X and Y officers. Senior leaders should not underestimate the distinct characteristics and expectations of their company grade officers and manage them accordingly.

As with any transformation or change within an organization, emphasis from senior leaders is critical to receive acceptance throughout the organization. HR senior leaders must inculcate the PSDR concept throughout the AG Corps to lay a foundation for a successful HR Transformation. Because senior HR leaders have experienced organizational changes within the HR community in the past, they must articulate the positive aspects of the PSDR concept. They have seen the AG Corps transition from a staff-centric corps in the 1980's to a command-centric in the 1990's and now back to a staff-centric. Because senior leaders also know how cultural changes regarding assignment paths impacted promotions over the years, they can best address officers' concerns regarding their promotions in the future. It will also be helpful for senior leaders to counsel field grade AG officers who have not experienced these changes. The impact of the PSDR concept might be more of a cultural change to them than the AG company grade officers. AG field grade officers will be in positions to influence AG company grade officers. As a result, it is imperative for AG field grade officers to not allow their personal biases regarding the command-centric career path they followed to negatively impact the acceptance of the PSDR concept and retention of AG company grade officers.

Senior leader mentorship will also be critical during this transformation. In a 1999 study by Modis Professional Services, 73% of employees surveyed stated that mentorship increased employee retention.⁴⁸ Having a mentor involved in their careers is important for Generation Y. Senior leaders must reach out to reassure company grade officers they are concerned about their professional development and understand their personal desires. As the HR community builds its population, it will be crucial to keep attrition rates low. HR senior leaders will have a key role in ensuring this happens by creating a positive climate throughout the HR community.

Conclusion

The implications of PSDR on the Army and the HR community will be dramatic. As the HR community transforms to meet the increasing demands of an agile, versatile, and deployable force, fundamental changes in how and at what level the HR community provides support to a transformed Army will change the HR structure and types of assignments for AG company grade officers. AG company grade positions will increase across the Army which will enable AG officers to serve in battalion and brigade S1 sections and create a cultural change regarding career paths within the HR community. The HR community must embrace these changes because the responsibility of AG officers in managing HR functions is critical to support Army Transformation. The PSDR concept will provide opportunities for AG company grade officers the HR community has recommended the Army provide for years. Army senior leaders now recognize how important it is to have HR professionals serve in battalion S1 positions and the HR community must show the Army's leadership they have made the right decision.

However, the greatest interim challenge is that Army Transformation will cause the HR community to implement the PSDR concept with a company grade officer population that does not support increased positions. As the HR community develops AG officers to support the increased positions, it must train basic branch officers for S1 positions and manage AG company grade officers' assignments and professional development closely. HR Senior leaders must also realize the impacts of the PSDR concept on an overextended AG Corps and take proactive measures to mitigate the potential negative impacts associated with officer shortages and changing career paths.

Army Transformation will have a lasting impact on the AG Corps officers and HR community. It will truly take a team effort from the most senior HR leader to the most junior officer to successfully implement the PSDR concept in support of Army Transformation. Mitigating the potential negative impacts of a company grade officer shortage now, will clearly pay dividends in the long run for the Army, AG Corps and the HR community.

Endnotes

¹ Congressional Transcripts, "House Armed Services Committee Holds Hearing on Defense Authorization," available from <https://www.us.army.mil/suite/doc/5751407>; Internet; accessed 16 January 2007.

² U.S. Department of the Army, *Human Resources Support*, Field Manual 1-0 (Washington, D.C.: U.S. Department of the Army, August 2006 – Final Draft), 2-1.

³ LTC Larry Wark and MSG Charles Kersey, "PSDR Validation Program in Effect," *Perspective* (Spring 2005): 23.

⁴ Ibid. Representatives included Department of the Army G-1; the Human Resources Command (HRC), Deputy Chief of Staff (Plans); the Army Personnel Transformation Directorate; Soldier Support Institute; Installation Management Agency; and Forces Command Power and Projection Evaluation Team.

⁵ U.S. Army Vice Chief of Staff GEN Richard A. Cody, "Personnel Services Delivery Redesign," memorandum for the Army Staff, Washington, D. C., 24 October 2005.

⁶ Booze Allen Hamilton, "Delivering Personnel Support to a Transformed Army," November 2004, 5; available from https://aptd.us.army.mil/PSDR/PSDR_White_Paper_8Nov04.doc; Internet; accessed 1 December 2006. Installation general support functions include casualty and memorial affairs, soldier readiness processing, line of duty management, ID cards, in and out processing and transition services, mobilization and demobilization processing and the MOS Medical Review Board (MMRB).

⁷ The Adjutant General School, "Adjutant General Corps FDU 05-2 Human Resources Transformation Concept Paper," 8 February 2006, 3; available from <https://www.hrc.army.mil/site/active/TAGD/CDID/PSDR/documents/information/FinalConceptPaper31Oct.pdf>; Internet; accessed 30 November 2006.

⁸ U.S. Army Deputy Chief of Staff G1 LTG Michael D. Rochelle, "Personnel Services Delivery Redesign (PSDR)," memorandum for the Human Resource Community, Washington, D.C., 29 November 2006.

⁹ Booze Allen Hamilton, 6.

¹⁰ The Adjutant General School, 28. Systems include the Enlisted Distribution Assignment System (EDAS) and the Total Officer Personnel Management Information System (TOPMIS).

¹¹ Cody.

¹² Ibid.

¹³ The Adjutant General Directorate, Concepts Development and Integration Division, "PSDR Frequently Asked Questions," available from <https://www.hrc.army.mil/site/active/tagd/cdid/psdr/html/faq.htm>; Internet; accessed 16 January 2007. One of the primary enablers will be the Very Small Aperture Terminal Satellite / CSS automated Information Systems Interface (VSAT/CAISI). This system will provide dedicated NIPR connectivity for HR systems such as eMILPO, EDAS, TOPMIS and in the future to the Defense Integrated Management Human Resources System (DIMHRS).

¹⁴ Cody.

¹⁵ Adjutant General Corps Branch Chief LTC Bob Bennett, "Adjutant General Lieutenant and Captain Authorizations Growth," fact sheet for Commanding General Human Resource Command, Alexandria, VA, 18 October 2006.

¹⁶ Ibid.

¹⁷ Adjutant General Corps Branch, "PSDR Update," briefing slides with notes, Human Resource Command, 17 July 2006.

¹⁸ Ibid.

¹⁹ Ibid.

²⁰ LTC Deborah Stuart, e-mail message to author, 4 December 2006

²¹ Bennett.

²² Adjutant General Corps Branch, "PSDR Update."

²³ Bennett.

²⁴ U.S. Department of the Army, *Army Policy for the Assignment of Female Soldiers Human Resources Support*, Army Regulation 600-13 (Washington, D.C.: U.S. Department of the Army, 27 March 1992), 2.

²⁵ Ibid.

²⁶ LTC Mike Godfrey, e-mail message to author, 15 December 2006.

²⁷ CPT Tony Parilli, e-mail message to author, 11 December 2006.

²⁸ U.S. Department of the Army, *Unit Status Reporting*, Army Regulation 220-1 (Washington, D.C.: U.S. Department of the Army, 19 December 2006), 182-83. Operations tempo (OPTEMPO) is the rate at which units are involved in military activities, including contingency operations, exercises and training deployments. Congress designates this definition of OPTEMPO for the Annual Defense report.

²⁹ LTC Kenneth J. Cull, *Adjutant General Company Grade Development in the 21st Century*, Strategy Research Project (Carlisle Barracks: U.S. Army War College, 10 April 2001), 2.

³⁰ Rochelle.

³¹ Ibid.

³² U.S. Department of the Army, *Commissioned Officer Professional Development and Career Management*, Department of the Army Pamphlet 600-3 (Washington, D.C.: U.S. Department of the Army, 28 December 2005), 3.

³³ LTC Mo Gillen, "Transforming the Officer Personnel Management System," *Perspective* (Summer 2006): 7.

³⁴ U.S. Department of the Army, *Officer Assignment Policies, Details, and Transfers*, Army Regulation 614-100 (Washington, D.C.: U.S. Department of the Army, 10 January 2006), 5. The objective of the Branch Detail program is to ensure branches with large lieutenant

requirements meet their required fill levels by using lieutenants from branches with fewer lieutenant authorizations.

³⁵ Parilli.

³⁶ Congressional Research Service, "Army Officer Shortages: Background and Issues for Congress," 5 July 2006, 6; available from <http://www.fas.org/sgp/crs/natsec/RL33518.pdf>; Internet; accessed 30 November 2006.

³⁷ Human Resource Command, "Company Grade FY06 Attrition Forecast," briefing slide, Human Resource Command, 1 November 2006.

³⁸ Defense Department Advisory Committee on Women in the Services, "Retention," 19; available from <http://www.dtic.mil/dacowits/agendadoc/oct2004minutes/Retention.pdf>; Internet; accessed 4 December 2006.

³⁹ Ibid., 5.

⁴⁰ Rochelle.

⁴¹ LTC David A. Smoot, "On the Road to HR Transformation," 1775, *The Journal of the Adjutant General's Corps Regimental Association* (Summer/Fall 2006): 20.

⁴² The Adjutant General Directorate, Concepts Development and Integration Division, "Personnel Services Delivery Redesign(PSDR)," briefing slides, available from <https://www.hrc.army.mil/site/active/tagd/cdid/psdr/documents/PSDRSummaryBrief.pdf>; Internet; accessed 11 December 2006.

⁴³ Ibid.

⁴⁴ LTC Marcus Cochran, e-mail message to author, 8 February 2007.

⁴⁵ Cara Spiro, "Generation Y in the Workplace," linked from *Defense AT&L eLetter*, October 2006; available from http://www.dau.mil/eLetter/Oct_2006_eLetter.doc; Internet; accessed 12 February 2007.

⁴⁶ Leonard Wong, "Generations Apart: Xers and Boomers in the Officer Corps," October 2000, 13; available from <http://www.strategicstudiesinstitute.army.mil/pdf/PUB281.pdf>; Internet; accessed 12 February 2007.

⁴⁷ Cara Spiro, "Generation Y in the Workplace Part II," available from <http://www.dau.mil/eletter/Nov-Dec%202006%20eLetter.doc#GenY>; Internet; accessed 12 February 2007.

⁴⁸ Army Mentorship Resource Center, "General Benefits of Mentoring," available from <http://www.ArmyG-1.Army.mil/hr/mrc.asp>; Internet; accessed 28 January 2007.

