



**Adjutant General School**  
**Human Resources Training Strategy**  
**(2025)**

## **Forward**

The effectiveness of the Army is directly linked to the effectiveness of its Human Resources (HR) functions. Ensuring that HR Soldiers are well-trained directly contributes to the overall readiness and capability of the force and ensures that the Army has the capability and capacity it requires to quickly respond to changing operational needs.

The Adjutant General School is the premier institution and the responsible agent for HR DOTMLPF-p functions within Army Sustainment. As the Army's primary HR training proponent, the Adjutant General School plays a critical role in ensuring the Army has trained HR Soldiers capable of providing agile HR support in any operational environment.

To facilitate the execution of its responsibilities, the Adjutant General School established three priorities: 1) Transforming Training and Education Experiences; 2) Optimizing AG Capabilities; 3) Increasing Connectedness and Building Cohesive teams.

***Transform Training and Education Experiences:*** The Adjutant General School leads efforts and initiatives to transform Initial Military Training (IMT) and Professional Military Education (PME) training to ensure all curricula and programs of instruction reflect the latest HR and Sustainment Warfighting doctrine and incorporates the utilization of HR systems and initiatives such as IPPS-A Agile Release Capability Updates, Military Pay Support, and Data Education. The Adjutant General School works together with the Soldier Support Institute Training Development Directorate (TDD) to seek opportunities to integrate with external enterprise operating environments, sustain IPPS-A driven functional courses, and incorporate Medical Planner Toolkit (MPTk) training into appropriate PME courses. The Adjutant General School is also committed to implementing changes within the One Army School System (OASS) to ensure HR professionals across all components receive the most current and relevant training.

***Optimize AG Capabilities:*** The Adjutant General School develops its Soldiers' knowledge, skills, and behaviors to successfully perform their duties as HR professionals. We train them on the critical technical and tactical skills required to be the best so they can enable the Army to win during LSCO in a MDO environment. We train them to provide effective HR support by developing them to be proficient in leading-edge technological capabilities and data education. Leveraging their access to large amounts of information, AG professionals provide commanders with powerful data-driven insights to drive decision making and achieve their objectives.

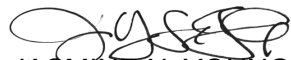
Beyond providing trained leaders and Soldiers prepared to excel in their fields, we will also enable collaboration across the force in proponent doctrine, collective training standards, force development, materiel development, and lessons learned. Our objectives are to identify and resolve AG Corps gaps to support LSCO in an MDO environment and update our HR doctrine and policies accordingly.

The Adjutant General School will also assume its role in the Army's Talent Acquisition function, which will drive significant change across the DOTMLPF-p spectrum in FY 2024. The Adjutant General School will become the Army's home for talent acquisition training. We will train and develop our 420T and 42Ts to be able to advise commanders on the full spectrum of talent acquisition. Our training will enable them to become experts on data analytics, public relations, marketing, retention and recruiting operations and enable them to query HR enabling systems and convert data to actionable information. Our training will also enable them to gain a competitive advantage in attraction, assessment, retention, and sourcing methodologies and be

able to analyze recruiting and retention trends and market research to achieve talent acquisitions goals and increase unit readiness.

**Increase Connectedness and Build Cohesive Teams:** As the Army's HR proponent, the Adjutant General School has a responsibility to engage the force. This includes developing strategies to increase capacity at all echelons and manage priorities to drive change. We participate in working groups and exercises to enhance collaboration and strengthen bonds with our stakeholders across all three components in both the operational and generating force. We also engage, through various media platforms and priority engagements such as the LTG Timothy Maude Leadership Lecture series, to conduct forums and presentations by leaders for HR professionals and incorporate mentorship opportunities with leaders across the force and our student population to facilitate professional growth and development. [OBJ]

HR is the backbone of the Army's ability to maintain a capable and ready force. Effective training is essential for building a force that is not only technically and tactically proficient but also resilient and adaptable to any operational requirement. The Adjutant General School continues to support the needs of the force by training and educating leaders and Soldiers. We are committed to providing top quality training and education, reinforced by current and relevant doctrine, to all leaders and Soldiers in the Adjutant General's Corps. Training is a continuous and evolving process that begins when a Soldier enters the Army and continues throughout their career. To this end, the Adjutant General School will enable continued education in all domains to ensure a holistic portfolio of training is provided to the force to enable our HR professionals to perform duties the Army needs to win decisively in today's evolving operational environment.



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## **U.S. Army Adjutant General School Human Resources Training Strategy**

1. **Purpose.** The purpose of the Adjutant General School Human Resources Training Strategy is to establish training focused priorities in the institutional, self-development, and operational domains. While not all inclusive, this training strategy focuses on areas that enable Adjutant General's Corps leaders and units to acquire, build, and preserve readiness. This strategy applies to the Army's Active, Reserve, and National Guard components. At a minimum of every three years, the Adjutant General School updates this training strategy but remains responsive to priority changes at higher echelons.

2. **Vision.** The Adjutant General School enables Warfighting readiness by providing relevant institutional training and developing / delivering critical resources to enhance the knowledge, skills, and behaviors of HR Professionals supporting the operational force.

3. **Mission.** The Adjutant General School trains, educates, and develops agile total force HR Professionals while developing and integrating DOTMLPF-p solutions to enable Multi-Domain Operations (MDO) and Large-Scale Combat Operations (LSCO).

4. **Training Strategy Overview.** The Adjutant General's Corps Training Strategy complements the FY 23-25 Army People Strategy Military Implementation Plan, Army Sustainment in 2040 Functional Appraisal, Army 2030 White Paper, CASCOT Sustaining Army 2030 White Paper, and the 2022-2035 Adjutant General's Corps Strategy. We remain focused on Adjutant General Corps specific competencies in support of sustaining readiness and the modernization initiatives that empower a LSCO and MDO capable force.

### **5. Operational Context.**

*"As the Army comes out of the conflicts in Iraq and Afghanistan and refocuses on the pacing challenge of China and the acute threat posed by Russia, Army leaders are directing the most significant reorganization and technical innovation since the end of the Cold War – ensuring our adversaries cannot outrange or outpace us on traditional battlefields like Ukraine, or the new frontiers of space and cyberspace. The world is changing, and the Army is changing with it."*  
– Army of 2030 Information Paper

#### **a. Operational Environment.**

In today's complex and ever-changing global landscape, the operational environment has become more intricate, unpredictable, and multifaceted than ever before. Our current operational environment is shaped by the geopolitical conflicts and tensions of our near peer competitors: Russia and China. The Army must continuously adapt to a spectrum of challenges that range from large scale combat operations, where the stakes are high and the operational tempo is intense, to asymmetric threats, cyber warfare, and hybrid conflicts. To meet the challenges of this environment, the Army must prepare for the most lethal and challenging threat

to our nation: the increasing likelihood of a highly contested great power conflict. This requires changes in how the Army staffs, equips, trains, and employs the force.

b. Threats.

Adversaries are developing the capability to mass effects from multiple domains, at a speed that will impact ongoing operations. Operations in the information environment and cyberspace will attempt to influence U.S. decision makers and disrupt any force deployment activities. Land-based threats will attempt to impede joint force freedom of movement and action across all domains, disrupt the electromagnetic spectrum, hinder the information environment, and challenge human perceptions. Just as the enemy will attempt to present multiple dilemmas to land forces from the other domains, Army commanders must seize opportunities across multiple domains to enable their own land operations, as well as the operations of our unified actions partners in the other domains.

c. Evolving how we fight.

*“We are innovating to transform the Army into a data-centric force where commanders at all levels have the information they need to make decisions. Finally, we are transforming how we sustain the fight by rethinking how the Army provides logistics and sustainment support.”—Army of 2030 Information Paper*

*“Survivable sustainment involves actively and passively enhancing the resilience of sustainment forces while minimizing the impact of adversary effects across all domains. The future adversary’s intent is to degrade, disrupt, and deny sustainment capabilities across all domains. As such, sustainment forces must be resilient to lethal and non-lethal effects across echelon.”—Army Sustainment in 2040 Functional Appraisalment.*

Our institutional and experiential training will reflect the concepts and conditions envisioned in the Army Sustainment in 2040 Functional Appraisalment, Army of 2030 Information Paper, Sustaining Army 2030 White Paper, as well as the lessons learned from the field to ensure our HR professionals are trained and confident to execute HR support in all operational environments and are synchronized with Army DOTMLPF-p initiatives and priorities.

d. Transforming how we organize.

*“After two decades of focusing on brigades rotating in and out of Iraq and Afghanistan, the Army shifted its organizational focus to larger formations that are more capable of working jointly with our sister services, allies and partners around the globe. Theater armies, corps and divisions will gain the personnel, organizations and equipment they need to disrupt and defeat an adversary’s ability to achieve their objectives. These organizational investments are multiplied by leveraging advances in commercial data analytics to improve the speed and accuracy of leader decision-making.” – Army of 2030 Information Paper*

The increasing relevance of larger echelon units will directly guide our training focus in the institutional domain. Across IMT and PME, classroom scenarios and vignettes should emphasize the importance and impact that higher echelons had and will continue to have in large scale combat operations. Further, Culminating Training Events will emphasize the role of higher echelons and incorporate them into the scenarios where appropriate. Data analytics will be used in training to enable HR support to these larger echelons.

e. Adapting to Changing Doctrine.

The Army's doctrine has drastically changed in recent years, as reflected in FM 3-0 Operations (republished in 2022). The latest revision of FM 4-0 (Sustainment Operations) was published in 2024. FM 1-0, published in 2021, is already in review for republishing to remain aligned to the Army's rapidly changing doctrine. ATP 1-0.1 Techniques for Human Resources Support to Operations, published November 2023, is a timely reference for understanding the non-prescriptive techniques or methods used by HR organizations at the strategic, operational, and tactical level to perform HR missions, functions, and tasks across the range of military operations. As we look to our evolving doctrine, we must prepare our Soldiers for the physical and mental demands created by the complexity of large-scale combat operations in a multi-domain operational environment.

f. Large Scale Combat Operations in a Multi-Domain Operational Environment.

The role of HR is both critical and multifaceted. Effective HR support ensures that the Army is not only prepared for combat but also able to sustain operations over prolonged periods of intense conflict. HR is a linchpin in the successful execution of large-scale combat operations in a multi domain environment. As defined in FM 3-0 "Multidomain operations are the combined arms employment of capabilities from all domains that create and exploit relative advantages to defeat enemy forces, achieve objectives, and consolidate gains during competition, crisis, and armed conflict." ATP 1-0.1 states "Multidomain operations are how Army forces enable and operate as part of joint force. Multidomain operations require that Army forces accurately see themselves, understand the threat in all domains, and understand the overall operational environment at each echelon."

g. People: The Army's Military Advantage.

*"The Army People Strategy Military Implementation Plan outlines how to best position the Army to acquire diverse talent, invest in training and education, and enhance Total Force readiness while retaining valuable experience."*—2023-2025 Army People Strategy Military Implementation Plan.

The whole of the Adjutant General School's training function is focused on people: acquiring, employing, developing, and retaining the Army's all volunteer force. Programs of instruction are designed based on learning objectives determined necessary through the Critical

Task Site Selection Board (CTSSB) review process of TRADOC to enable our HR professionals to achieve success.

## **6. *Training Focus.***

a. The Adjutant General School continues to develop in-depth training while adding complexity with a large-scale combat operations focus in both the classroom and Culminating Training Events (CTE). We will execute CTEs for all PME courses. We will utilize training management procedures to refine training synchronization/support mechanisms to make the best use of time, equipment, and manpower to support realistic and effective training. We will continue to review and rapidly adjust IMT, PME, and functional course lesson plans to ensure they inject academic rigor, are doctrinally current, are Decisive Action Training Environment (DATE) compliant, and are technically sound. The Adjutant General School will transition from the current DATE European scenario to the DATE-Indo-Pacific scenario in FY24 as directed by the Combined Arms Center.

b. We continue the development and execution of IPPS-A and Military Pay training across our courses (including functional courses). HR enabling system training prioritizes multiple repetitions of hands-on application and use. We will continue to develop physically fit HR Operators and warriors through properly planned and resourced Physical Readiness Training (PRT) IAW FM 7-22 and incorporating the Army Combat Fitness Test (ACFT). Leaders will also be exposed to Holistic Health and Fitness (H2F) capabilities and learn how to implement H2F at their unit to improve Soldier physical fitness performance and enhance holistic fitness readiness.

c. In accordance with FM 7-0, we execute every training event within a realistic, doctrinally based training environment that ties task accomplishment (individual, leader, and collective) to mission success. Training events must present conditions that replicate the complexities of the ever-changing operational environment and challenge units, leaders, and Soldiers to excel in critical thinking and complex problem solving.

## **7. *Operational Training Domain.***

a. The Unit Training Management (UTM) process in FM 7-0 provides the leader's role in training, developing the Unit Training Plan (UTP), and conducting and assessing training events. Combined Arms Training Strategies (CATS) and Mission Essential Task Lists (METLs) provide specific guidance on Adjutant General's Corps unit training requirements. Training resources can be found on the Sustainment Unit One Stop (SUOS) at: [https://cascom.army.mil/g\\_staff/q3/SUOS/](https://cascom.army.mil/g_staff/q3/SUOS/) ; Army Training Network at: <https://atn.army.mil/> ; Central Army Registry (CAR) at <https://rdl.train.army.mil/>; and the Soldier Support Institute Learning Resource Center at: <https://ssilrc.army.mil>

b. Developing Leaders.

The development of HR leaders is crucial to ensuring the Army remains a resilient, adaptive, and effective force. As the operational environment becomes increasingly complex, the need for well-developed and agile HR leaders has never been more vital. HR leaders must be able to inspire and motivate others, build strong teams, and influence decision makers at all levels. This includes developing and mentoring subordinates. Having trained HR leaders ensures effective collective unit training and establishes the foundation of trust between leaders and subordinates. ADP 6-22 *Army Leadership and the Profession* establishes and describes foundations of Army leadership and describes the attributes and core leader competencies expected of all leaders across all cohorts.

c. Conducting Realistic Training.

Conducting realistic training is essential to ensure that HR Professionals are prepared to execute HR support in today's evolving operational environment. Realistic training scenarios allow HR Professionals to practice and refine their skills while mirroring the challenges they will face during the rigors of large-scale combat operations. This training not only enhances their technical proficiency but also builds the adaptability and resilience needed to execute HR support in today's operational environment.

Commanders and leaders, at every echelon, must enforce relevant, rigorous, and realistic training through effective unit training management to ensure we train the way we will fight. Large-scale combat operations require leaders who are agile and adaptive and can think critically, while being technically and tactically competent. Units executing Combat Training Center training must integrate HR operations into their exercise training objectives to ensure HR professionals are able to replicate the execution of their HR concepts of support at the scope and scale of large scale combat operations and evaluate their readiness; this includes proficiency of HR-related Mission Essential Tasks (METs) and the integration and use of HR enabling systems such as IPPS-A, MPTk (at brigade echelons and higher), DTAS, TPS, and DCIPS.

d. Collective Training.

The Adjutant General School, in conjunction with the Soldier Support Institute Training Development Directorate, develops and maintains HR unit training products in support of large-scale combat operations. These are low overhead, high repetition training and Warfighter Training Support Packages (WTSPs) that leverage the basics of warfighting and sustainment doctrine for the 'crawl' and 'walk' iterations to build mastery in individual, small unit, and leader proficiency. "Run" training enables higher collective unit and advanced leader proficiency in the most challenging environments and supports objective evaluation of collective unit combat readiness. These include Collective Training Tasks (CTTs), WTSPs, and Mission Essential Task Lists (METLs). METLs are available at the Digital Training Management System and Army Training Network; WTSPs and CTTs are available at the Army Training Network, Central Army Registry, Sustainment Unit One Stop and the SSI Learning Resource Center.



## **8. Institutional Training Domain.**

Our continued focus of training in the institutional training domain enables the readiness of units across the force. We drive the Program of Instruction (POI) through rigorous training in both technical and common core tasks. Course material is agile and able to adapt to the evolving HR operational environment, Army, Sustainment, and HR doctrine, and facilitates the strengthening of the profession of arms. Highlights include advanced HR enabling systems / IPPS-A training, Military Pay training, data education training, casualty estimation training, CTEs, and leader & self-development. We train at the Adjutant General School, Adjutant General Pre-Command Course at Fort Knox, KY, Intermediate Level Education at Fort Leavenworth, KS, and numerous Mobile Training Team (MTT) events to various CONUS and OCONUS locations by request throughout the year. We also are complemented by the One Army School System (OASS) that supports all Components in Fort Dix, NJ, Fort Shafter, HI, and Fort Buchanan, PR. The Adjutant General School is also responsible for oversight and has proponent responsibilities for the Army School of Music located at Joint Base Little Creek/Fort Story, VA and the training of all Army musicians. The strategy for Army musicians and Army bands is published separately.

### **a. IMT, PME, and Functional Classroom Training.**

Instructors and training developers will continue their close collaboration, reviewing and updating of POIs and supporting lesson plans to ensure we are teaching the most recent doctrine in our IMT, PME, and functional training courses. Agile and updated POIs in a dynamic environment will be essential to maintaining the relevance of our courses. The Adjutant General School will also take advantage of opportunities to integrate training populations through various methods to increase the quality of training and develop connections between all cohorts.

### **b. Training Management.**

*“Our training will develop trust and confidence in our doctrine, our equipment, our leaders, our teammates, and ourselves. Our training programs must generate demonstrated tactical and technical competence, confidence, and initiative in our Soldiers and their leaders.”—FM 7-0*

Effective training starts with effective training management. The Adjutant General School will leverage training management principles outlined in FM 7-0 to ensure training events are planned, protected, and resourced. We will also set the tone with proper training management techniques that will empower our students with training management knowledge and positive habits that they will carry with them to their units to manage and lead unit training and improve readiness.

We will improve our current battle rhythm training synchronization and resourcing meetings with the 369<sup>th</sup> AG BN and CAD to deconflict training issues and prioritize resource allocation. We must be judicious and efficient in our resource requirements to ensure the biggest benefit for our training. Training schedules will be scheduled, resourced, and locked in no later than 6

weeks out, approved by the course's lead instructor's first line supervisor, and briefed to the Director of Training. In accordance with FM 7-0, training schedules will include, at a minimum, date and time of training, attendees, tasks trained, uniform and equipment, location, and references. The Adjutant General School will also adopt systems and processes that enables visibility of training being conducted across all courses.

c. HR Enabling Systems Training.

The Adjutant General School prioritizes training on the robust inventory of HR enabling systems such as IPPS-A, DTAS, TPS, DCIPS, and MPTk (for applicable courses). This focus enables HR professionals to become technical experts of our systems and facilitate the execution of HR concepts of support in any operational environment. Instruction will focus on multiple iterations and repetitions of hands-on application on our systems. These repetitions occur throughout the duration of our courses and not just a singular lesson plan. Students gain an understanding on how the systems integrate into other HR enterprise systems and other Army and sustainment enabling systems. Additionally, students demonstrate their competency in IPPS-A (HR's primary enabling system) through an IPPS-A exam; a graduation requirement for all courses. AIT Soldiers graduate training certified on HR Pro lite and all other students graduate certified on HR Pro. All Soldiers graduate the Adjutant General School technically competent, confident, agile, and able to navigate amongst the future evolutions in our HR systems capabilities.

d. MILPAY Training

*"The MILPAY transition will make Soldiers, Leaders, Commanders and HR Professionals jobs and lives much easier. Soldiers will resolve MILPAY issues primarily with S1s and no longer need to work with Finance on most personnel-driven MILPAY actions. Commanders will track real-time pay information for their Soldiers. HR Professionals will be proficient in MILPAY policy and fundamentals, which will help them advise Soldiers and Families on MILPAY issues and provide quality personnel services support."*—IPPS-A Website

The Adjutant General School trains students on the aspects of payroll and MILPAY. Instruction enables students to execute MILPAY functionality tasks and leverage our HR enabling systems to execute those tasks. Students will also be able to validate / audit military pay and allowances, reconcile MILPAY transactions, and be trained and confident to execute upcoming MILPAY tasks in IPPS-A following future IPPS-A agile release updates.

e. Data Education

*"Optimized Sustainment maximizes sustainment efficiency through both data and force disposition, delivering capability at a prescribed point in time or space. These advances streamline operational and tactical endurance, rationalize human involvement in sustainment, accelerate decision-making, and balance distribution of resources. This system integrates variables like tempo, operations type, and planned activities to generate comprehensive*

*sustainment forecasts for both current and future operations.”—Army Sustainment in 2040*  
Functional Appraisalment

The HR professional's accessibility of large volumes of data from IPPS-A, the availability of tools such as PowerBI to leverage this data, and the Army's strategic embrace of data-driven decision making has created a demand for data analytics skills from our HR professionals. To meet this demand and address training gaps, data education is incorporated across IMT and PME in a progressive and sequential manner. The Adjutant General School teaches students across all courses on to leverage data analytics into the overall execution of their HR concepts of support. Students learn how to utilize business intelligence capabilities and visualize and apply HR data for commanders to make informed decisions. This focus builds technical competency in data analytics within our Corps and provides commanders with descriptive, diagnostic, predictive, and prescriptive analytics capabilities to support HR operations across the force.

f. Optimizing Functional Courses:

The Adjutant General School leverages functional courses to fill IPPS-A capacity gaps for units across the force. The IPPS-A Administrators Course trains IPPS-A Validator/ Admin users on IPPS-A CRM case management, Sabir Strength Management, AOS, and Assignment Management functions, as well as OBIE and Power BI capacities. Additionally, the IPPS-A Military Pay Internal Controls & Audits Course is currently in development and slated for implementation in FY25. This course will cover instruction on the DODFMR, Green Book for Internal Controls, and Yellow Book for audit strategies which will enable commanders to leverage organic MILPAY and personnel actions audit capabilities within their organizations.

g. Casualty Estimation Training.

The expected levels of casualties and replacement requirements of large-scale combat operations will be at volumes not seen since World War II and the Korean War. Casualty estimation during large-scale combat operations is crucial for effective planning and decision making and ensuring commanders can anticipate and prepare for personnel and unit replacements and obtain freedom of action, operational reach, and prolonged endurance. Accurate casualty estimates allow for better allocation of sustainment resources and assessing the sustainability of operations. The Army G-1 directed that the Medical Planner Toolkit (MPTk) is the only system authorized for casualty estimation. To build MPTk user capacity across the force, the Adjutant General School will incorporate casualty estimation and MPTk training in SLC, WOBC, WOAC, and CCC which will also build HR support to replacement operations capabilities at the brigade echelon and higher.

h. Culminating Training Events:

Each IMT and PME course executes, at a minimum, a three-day (72 hour) culminating training event (CTE) and serves as one of the course graduation requirements. CTEs will be

technically focused, validate the understanding and application of the material covered during the course, and will periodically replicate denied, degraded, interrupted, and limited environment communications conditions. At a minimum, each CTE will incorporate the mandated common themes across all courses (Incorporate the use of HR Enabling Systems, Exercise HR Plans and Ops & HR Running Estimates, Execute HR Support to Casualty Operations [Casualty Estimation [if applicable] and Casualty Reporting), Execute HR Support to Replacement Operations, Execute Personnel Accountability and Strength Reporting, Execute Essential Personnel Services, and Incorporate Tactical Communications). CTEs must be DATE compliant. Students will also focus on tasks mandated for CTEs in TR 350-36 and TR 350-6.

i. Holistic Fitness Program.

*“Proper physical conditioning is key in Soldiers effectively performing their duties. Not only does it improve strength, stamina, and coordination, it also enhances morale and instills self-confidence.”—U.S. Army Combat Readiness Center*

Health and fitness are inseparable from success on the battlefield. The H2F system is one of the Army’s primary investments in Soldiers’ readiness and lethality and is an enterprise-wide readiness system that combines all aspects of physical and non-physical human performance optimization under a single governance structure to enable commanders to improve Soldier health and fitness.

The Adjutant General School will incorporate physical fitness programs across all courses that ensures compliance with Army fitness standards while incorporating H2F capabilities to coach, teach, and mentor leaders on physical fitness training program development techniques and available resources to improve holistic fitness and unit readiness.

Physical fitness training will be done daily during duty days. The training will be scheduled and resourced to ensure the maximum effectiveness of the training sessions. The Adjutant General School continues to administer the ACFT as the test of record for all courses and PRT will be executed IAW AR 7-22 across all IET and PME courses.

j. Instructor Training.

Instructors are the center of gravity that enable the delivery of school curriculum to our students. The Adjutant General School will invest in instructor training to ensure instructors remain current on HR systems, doctrine and enterprise-level changes impacting HR practices, regulations, and policies. Remaining current on HR developments requires dedicated time and training. The Adjutant General School executes a monthly training program for instructors to internally train on selected topics of the POI and emerging HR changes to ensure our instructors deliver the highest quality of instruction.

**9. Self-Development Training Domain.**

Individual training in operational units includes HR-focused training during Warrior Time Training and during other unit low density MOS training. The Adjutant General School, in conjunction with TDD, make all the material used in our classrooms available on the Soldier Support Institute Learning Resource Center at <https://ssilrc.army.mil>. We encourage HR leaders throughout the force to incorporate these self-development courses in their own and their Soldiers' self-development plans.

Additionally, exportable learning products are available, like our WTSP video tutorial on the LRC and Blackboard, Official Mail Manager, Mail Clerk Training and Certification, IPPS-A training, AG Corps Museum Virtual Tour, and the "how-to" videos part of our AG Tube on YouTube and Facebook.

#### **10. *Adjutant General Corps Resources.***

The Adjutant General School utilizes training and collaboration forums, publications, and events to engage and enable the force. Most notable are the Soldier Support Institute Learning Resource Center at <https://ssilrc.army.mil>, S1NET, AG Tube, AG week, Adjutant General's Corps Regimental Association events, and 1775 Professional Journal. The Adjutant General School is constantly seeking feedback from field operational units. These resources enable HR professionals to communicate, collaborate, build relationships, and inform on our training initiatives to ensure relevancy and reliability of our efforts.