

DEFEND AND SERVE



**THE U.S. ARMY
ADJUTANT GENERAL'S CORPS
STRATEGY, 2022-2035**

1 April 2022

Foreword

We are serving in a dynamic time and in an environment of significant technological advancements, modernization, and emerging, dangerous external threats. Yet, despite these advancements, People have not stopped being the driving force behind the Army's ability to fight and win our nation's wars, and the Adjutant General's (AG) Corps are charged with facilitating our People's care, innovative management, and development.

How will the AG Corps remain ready for the 21st Century and beyond? The simple answer is we **MUST** change. We **MUST** modernize both in thought and practice now, not limited by current policy and regulation, and **MUST** always be creative and adaptive to meet emerging requirements. We must ***change our internal approach*** to the AG Corps and ***adapt our support at the enterprise level and below.***

Our first recognition must be that how we measure success today is not how we will measure success in the future. Therefore, ***the AG Corps must develop new strategic HR capabilities*** demanded by the three cornerstone documents, the Army Strategy, the Army Modernization Strategy, and the Army People Strategy, which describes an Army that is ***talent management-focused and modernized, focused on people enterprise transformation*** led by forward-looking HR professionals. We **MUST** expand our horizons, our competencies, and how we measure internal success across the Corps.

This strategy describes how the ***AG Corps will transform*** to facilitate Soldier readiness while positively impacting the Army's enterprise, strategy execution, and mission accomplishment. The AG Corps will become ***more innovative, expert, responsive, equitable, and collaborative*** to meet this transformation, rapidly co-developing new HR innovations for and ***with*** the Army's people – the centerpiece of our competitive advantage.

The challenge of the AG Corps, to "***Defend and Serve***", represents an enduring commitment to both the Army's mission and people, and the corresponding password, "***People First***", means that the well-being of our Soldiers, Civilians, Retirees, Veterans, and Army Families is our ***top priority***. This institutional challenge and password for the AG Corps means that people, not technology or spending, are the ***number one*** source of the Army's overmatch capabilities.

Today the enterprise feeds HR solutions from the top down. Tomorrow HR operators drive HR solutions. The Adjutant General's Corps Strategy will describe the values and capabilities we will invest in and develop in our people and systems to deliver human resource management capabilities demanded by the future operating environment. Why, How, and What needs changed is described by looking at our Strategic Environment, Strategic Approach, and Required Capabilities. A future AG Corps Strategy implementation plan will describe the how and what in depth. This will include a design plan that looks at enablers, lines of effort, stakeholders, and critical outcomes.

Marcus A. Motley
COL, AG
Commandant, Adjutant General School
Chief, Adjutant General's Corps

“Regardless of the operational environment we find ourselves in, our Army must be combat ready at all times and sustain that readiness in order to fight and win our Nation’s wars. Meeting that challenge requires the Adjutant General (AG) Corps to continuously transform how we execute policies that enable us to acquire, develop, employ and retain a diverse and talented force. This forward-looking strategy will guide the future transformation of HR capabilities that simultaneously supports our Warfighters while putting People First.”

LTG Gary M. Brito, DCS, Army G-1

“The time to act is now, and the payoff will be worth the effort...a transformed Army HR function will lead the discovery and delivery of new innovations, ensuring that the Army’s people remain its most enduring source of competitive advantage.”

Colarusso, M. and Stitt, D. (2021). Creating a Strategic HR Capability: Four Steps to Accelerate the US Army’s People Transformation. Modern War Institute, August 6 2021

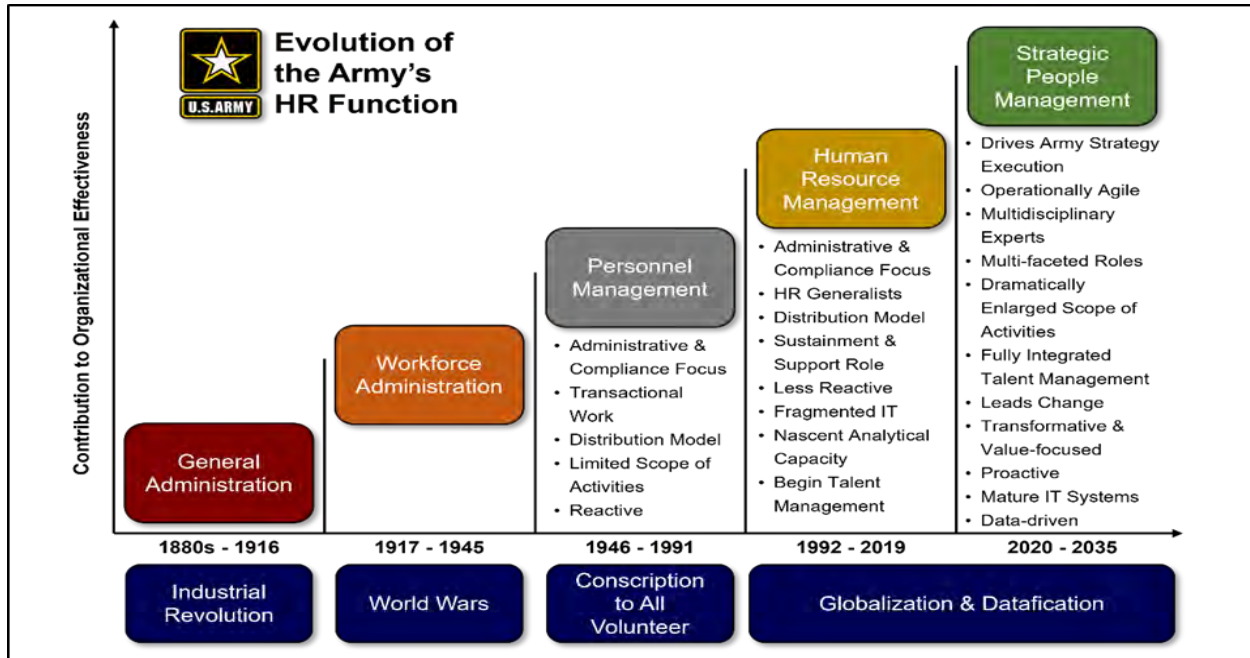
“Our Army is transforming and so is our AG Corps. This is our opportunity as HR experts to evolve our functions and operations to best serve our People as we transform to a technologically modernized Army. HR functions are the forefront of our People First priority and what we do directly impacts the care of our People and Army readiness. We are charged with becoming better innovators, technicians and HR experts ready to lead and advise our commands to win on and off the battlefield.”

CW5 Yolondria S. Dixon-Carter, Senior Warrant Officer Advisor to the 40th Chief of Staff of the Army

“The AG Corps has taken care of Soldiers since 1775. The Army will continue to lean on the Corps in the future, expecting world-class HR expertise. To provide that expertise we must develop and enhance our capabilities to posture the Corps to lead in a modernized, technologically advanced, and permissive environment.”

BG Hope Rampy, The 62d The Adjutant General

I. INTRODUCTION – The Adjutant General's (AG) Corps is a professional military and civilian workforce that is our Army's service provider for human resources (HR) across the Total Army People Enterprise. While once only focused on transactional and administrative tasks such as personnel information management, personnel accounting, strength reporting, and personnel services, modern Army HR organizations and teams have added a breadth and depth of expertise integral to executing an integrated, holistic 21st-century people-first strategy.



Mission: The Adjutant General's Corps makes People the centerpiece of the Army's competitive advantage.

Vision: The Adjutant General's Corps is the Army's most innovative, expert, agile and authentic HR professionals.

End-state: The Adjutant General's Corps of the future is an agile, modernized HR workforce that enables traditional core competencies bolstered by new and expanded capabilities that are data-driven, equitable, and predictive to deliver the precise talent and analysis whenever and wherever needed.

II. STRATEGIC ENVIRONMENT – The strategic value of human resource management is based on one foundational idea: that **an organization's only truly sustainable source of competitive advantage comes from its people**. Due to emerging trends, the AG Corps' role in maintaining the Army's people advantage is more critical than ever.

A. HR Trends – Organizations across all employment sectors realize that human capital is one of several intangible assets – such as brand, reputation, and intellectual property – that create value and are a source of competitive advantage.¹ As a result, HR workforces have become central players in implementing strategy design, development, and delivery.

1. In the last 30 years, HR has become more complex, specialized, differentiated, and data-driven.² The modern HR construct is now a fully-realized, highly specialized enterprise function that understands how to increase organizational competitive advantage by driving productivity and strategy execution.

2. FM 1-0 (*Human Resources Support*) calls for Agile HR practices. The use of the word "agile" is a conscious one because in future-focused HR communities, such as the Army, "agile" is more than a metaphor for "nimble" or "responsive." As a result, "**Agile HR**" is both a mindset and a methodology, a proven and successful **operating model** that delivers simpler, faster, and participant-driven innovations in response to people challenges and opportunities.³ With its focus on speed, flexibility, innovation, lifelong learning, and human empowerment, Agile HR aligns closely with both the AG Corps' values and the future capabilities we plan to deliver (pages 7-8).

B. Assumptions

1. The United States Army will continue its talent-management-focused HR transformation to achieve full Multi-Domain Operations (MDO) capability by 2035.

2. The Army's demand for improvements to **existing** AG Corps capabilities will continue to grow, particularly in **essential people services, workforce planning, performance management, and total rewards**.

3. The Army's demand for professionalizing additional duties and branch immaterial roles such as EO, SHARP, and Suicide Prevention will force a discussion about potentially **new** AG Corps capabilities and core competencies to include a divesture from command interest programs and a potential amalgamation of people issues with personnel. The demand for increased capabilities will continue to grow in areas such as **strategic planning, career coaching, talent assessments, people analytics, new technology integration**, and organizational effectiveness.

4. Intense competition for resources, both fiscal and human, will remain a significant challenge, both internally and externally, for the AG Corps.

III. **STRATEGIC APPROACH** – To achieve our vision of an Agile HR workforce, the *Adjutant General's Corps Strategy* pursues four Strategic Outcomes, supported by four Critical Enablers, along four Lines of Effort: **Acquire, Develop, Employ, and Retain** Talent.

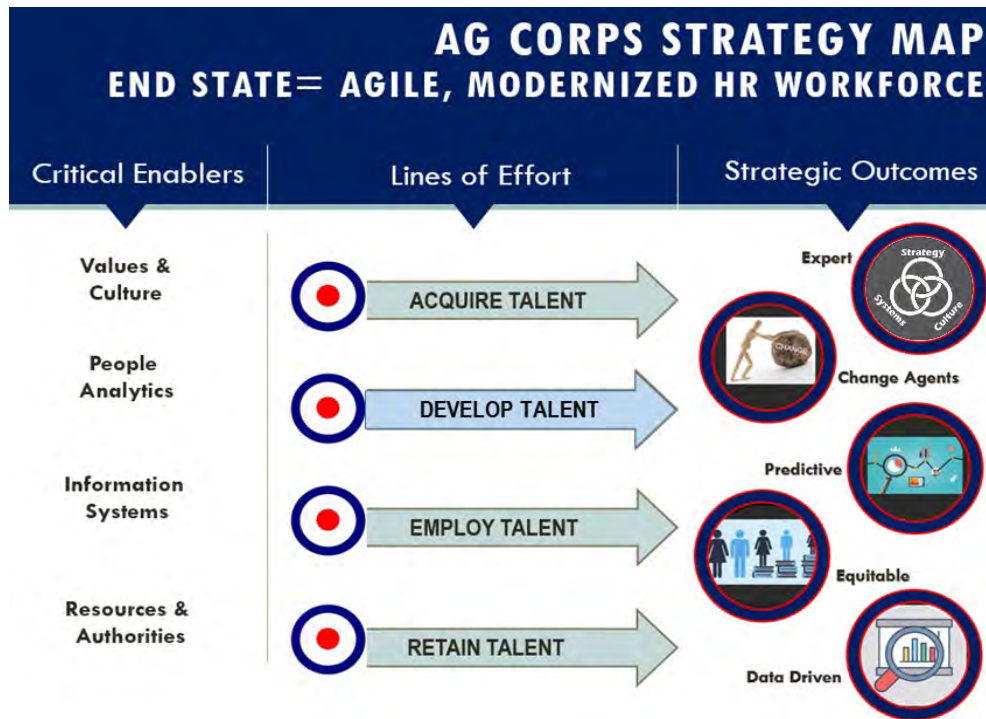


Figure 3. AG Corps – Strategic Approach

A. **Strategic Outcomes** – By 2035, our desired end-state for each outcome is:

1. **Expert** – A highly skilled, certified, and credentialed HR workforce supported by relevant training, education, and experience. As **integrative leaders**, we will use a range of learning and development experiences to dynamically future-skill our military and civilian professionals. These experiences include professional military education at the AG School and Soldier Support Institute, continuing graduate-level education, targeted certificate programs, HR domain-focused recruiting and new officer accessions, and training with industry. **Credential** – Seek professional certifications directly relevant to AG Soldier and Civilian duty positions. Create differentiated HR expertise areas/skill identifiers and credential Soldiers accordingly. Participate in external HR credentialing programs (e.g. data analytics) to the extent that they validate skills required for specific AG Corps duty positions or work roles.

2. **Change Agents** – Professionals delivering new **talent management innovations** through multidisciplinary, empowered teams that dynamically align with changing HR demands. Reviewing and updating policies and procedures to become more **data driven and predictive** and less passive and reactive. Consistently assessing and evolving to address dynamic and fluid operating environments.

3. Predictive – Anticipating organizational needs and **proactively work solutions** to problem sets and steady state operations. Utilizing **data to shape solutions** and recommendations. Shift from the reactive, passive and transactional processing of information to acknowledge the “so what” and “what happens next” under data-driven conditions.

4. Equitable –Continuously reassessing our culture and practices to **eliminate institutional or systemic barriers to success**. Using data and sound evidence, we identify and dismantle policies, practices, or techniques that reduce considerations and options in order to provide the optimal solution for our Army. Empathetic leaders, **focused on holistic talent that drives readiness** outcomes, we are informed by the Army’s Diversity, Equity and Inclusion (DEI) efforts. As such, we apply **equity-mindedness** to the design and management of enterprise HR systems and policies.

5. Data-driven –The AG Corps makes decisions and recommendations based on insights supported by the data. HR professionals use data for analysis. We are data driven but are much more than simple ‘number crunchers’. We must become experts at understanding and leveraging **data analytics to enable sound decisions** to increase organizational effectiveness. This utilization of data is **fundamental to achieving data supremacy in IPPS-A**.

B. Lines of Effort – The following Lines of Effort (LOEs) organize our movement towards our Strategic Outcomes. Each LOE disaggregates into supporting objective areas, providing a framework for aligning specific initiatives in follow-on implementation plans and nests with the Lines of Effort found in the *Army People Strategy*.

1. Acquire Talent (LOE 1) – Lead Integrator: AG Commandant / Soldier Support Institute, in coordination with TRADOC / USMA. Identify and recruit the diverse military and civilian talent needed to deliver the full range of enterprise HR capabilities required by the *Army People Strategy*. Creating a robust HR domain-specific, multi-compo talent pipeline into the AG Corps will ensure that we have the breadth and depth of talent needed to sustain and increase the Army’s competitive human capital advantage.

2. Develop Talent (LOE 2) – Lead Integrator: AG Commandant / Soldier Support Institute, in coordination with TRADOC. In collaboration with each AG Corps professional, identify employment, education, and training opportunities to extend their talents, close talent gaps, and increase AG Corps HR management capabilities. Transform AG Corps learning and development programs for Soldiers, Non-commissioned Officers, Warrant Officers, and Officers.

3. Employ Talent (LOE3) – Lead Integrator: HRC. Maximize the engagement and contribution to AG Soldiers and Civilians readiness by aligning or facilitating their unique talents towards Army HR talent demands to the benefit of the AG Corps, the organizations we work in, and our HR professionals. This alignment will be accomplished by leveraging and integrating new technology and comprehensive assessments; positioning talent to unleash their passions and talents, and maximizing productivity and engagement.

4. Retain Talent (LOE 4) – Lead Integrator: TAGD / HRC. Identify individuals with in-demand HR talents and engage them with compensation and professional work opportunities. Provide dynamic coaching and performance feedback to create engaged and cohesive AG teams. To complement the shift to a 21st-century talent management system, explore new authorities with HQDA G-1 to create appropriately tailored compensation packages for multi-compo AG Soldiers and Civilians based on their responsibility, authority, and skills.

C. LOE Implementation Priority – While we will proceed along all four LOEs simultaneously, our implementation priority and main effort through 2030 and beyond is **LOE 2, Develop Talent**. Developing the right talent is the most strategic activity we can engage in to support the *Army People Strategy*, as many of its desired HR capabilities flow operational-to-strategic. Additionally, rapidly delivering this talent demands future-skilling already serving AG professionals of all ranks and grades, particularly those at mid-to-senior levels.

D. Values and Capabilities – Army Doctrine Publication 6-22, *Army Leadership and The Profession*, describes the character attributes essential to the Army, one of them being the Army Values. The Army Values provide Soldiers and Army civilians direction for conduct in any situation. The AG Corps builds on the foundation of Army values by providing attributes (values and capabilities) essential to the Corps and HR Professionals to achieve the desired end state. *To set the stage for implementation, the Corps identifies the following Values and Capabilities that will shape the Corps of the future.* Additionally, these values and capabilities inform our critical enablers, nested with the lines of effort, and influence our ability to achieve our strategic objectives.



Figure 4. AG Corps – Values and Capabilities

1. Values

a. Authentic – True to oneself and team and **an authentic leader** that is **genuine; reliable, transparent, and trustworthy**. Characterized by sincerity and free of hypocrisy. The AG Corps trusts and relies on leaders that will learn and grow.

b. Innovative – Creates **new ideas and methods** to meet evolving requirements. Exemplifies the phrase “the status quo is never good enough.” The AG Corps encourages evidence-based experimentation and **imaginative new ideas**; recognizing people for fearlessly trying to improve things, even if the effort does not always work out.

c. Passionate – **Serves with a** feeling of positivity, energy, emotion and conviction for its Army most significant assets, its People. **A Lifelong Learner** that passionately pursues and applies new HR knowledge. The AG Corps is a learning organization because its professionals constantly seek new knowledge, and we constantly invest in our learners.

d. Equitable – Our people **policies and practices are effective, just, and impartial**. Empathetic, equity-minded AG professionals know that HR systems and policies, whether old or new, must be continually scrutinized to achieve the optimal solution for the Army.

2. Capabilities

a. Strategic HR Planners- Manning the force, Recruiting, innovation, and identification of performance management experts that are problem solvers.

b. HR Professionals- Agile, value-added leaders and experts that perform Essential Personnel Services to include, HR Plans and Operations, Reception, Replacements, Accountability, and Casualty Operations.

c. Integrate New Technology- Identify, develop, and align technology to increase HR capabilities to support talent alignment, LSCO and a MDO capable force.

d. People Analytics- Change Agents that make data informed personnel decisions affecting readiness, talent alignment, and strength management. Comfortable with analytics and development of options through visualization and utilization of data.



e. Total Rewards and Compensation- Incentives to acquire and retain talent; experts at military pay, policies, and auditability.

f. Talent Managers- Experts in acquiring, integrating, and aligning talent. Able to utilize assessments, the Army Talent Attribute framework and Knowledge, Skills and Behaviors to synchronize and meet Army goals and objectives.

g. Career Coaches- Credentialed, unbiased, advising and coaching individuals to meet career goals.

h. Culture Architects- Able to assess, diagnosis, and influence culture changes; Experts in EO, EEO, D/E/I, SHARP, and other people centered/focus programs.

E. Implementation – The ***Adjutant General's Corps Strategy*** covers fiscal years 2022 to 2035, and complementary military and civilian implementation plans, with objectives and tasks nested with this strategy's LOEs; will realize the desired outcomes. Transforming capabilities in 2030 aligns with Army 2030 plans. Each plan will identify lead organizations and high-level outcome metrics; incorporate appropriate experimentation and piloting of innovations; and analyze performance outcome metrics to support biennial implementation plan updates for approval by the AG BOD. These same implementation plans will be organized into four phases, each with a predominant focus and Measures of Effectiveness (MoE) and Measures of Performance (MoP).

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|--|--|----------------------------------|---|--|
| <ol style="list-style-type: none"> 1. FY '22 – '25 (Chart Path/ Transform Culture) 2. FY '25 – '29 (Long-range Planning / Budgeting) |  | <p>BUILD
CAPACITY</p> | | |
| <ol style="list-style-type: none"> 3. FY '30 – '32 (Transform Capabilities) 4. FY '33 – '35 (Transform Practices) | | |  | <p>TRANSFORM
CAPABILITIES
& PRACTICES</p> |

IV. CONCLUSION.

A. The ***Adjutant General's Corps Strategy*** builds upon our longstanding commitment to serving the Army's people, both military and civilian, but we cannot rest on our laurels. As the Army's operating environment and strategy have shifted, so must our capabilities to remain operationally and strategically relevant.

B. The AG Corps of 2030 and beyond will do more than respond to direction from Army senior leaders, and we will remain integral to all Army strategic planning efforts and execution. We will empower our HR Professionals to dynamically chart the pace and direction of HR change by collaborating with other Army HR professionals. In this way, we will drive Army strategy execution and mission accomplishment as few organizations can, all while maintaining our **#1 source of overmatch- People!**

¹ HBR. (2014). Why chief human resources officers make great CEOs. *Harvard Business Review*, 92(12), 30-35.

² Groysberg, B., McLean, A. N., & Reavis, C. (2005). *Delivering strategic human resource management*. HBS No. 9-405-049. Boston, MA: Harvard Business School Publishing.

³ McMackin, J. and Heffernan, M. (2021). Agile for HR: Fine in practice, but will it work in theory? *Human Resource Management Review* 31(2021), 100791.