

# From the Commandant's desk

## Intelligent Warfare:

### Experience and Education will remain the key to developing the Strategic Leaders of Tomorrow

For the past few months, I have been talking extensively about the art and science of our profession and how we must effectively design the battlefield to our advantage.

In this edition, however, I want to address an equally important topic, one that requires significant leader energy. We always say that the true success of the Field Artillery branch lies within our people, which is why in this edition of the Redleg Update I have chosen to put a deliberate focus on talent management and the leader development of our officers. Equally as important, we will focus on enlisted development in the next edition of Redleg Update.

We must prepare our FA force by providing them the best training. We can have the best technology in the world, but if we don't have intelligent and knowledgeable leaders to use that technology we will not succeed.

This article endeavors to shed a light on what it takes to progress through a successful career, because it is only through transparency that we can maintain openness, communication, and accountability in our branch.

Here are a few things to consider when assessing an individual's (or your own) performance as a Field Artillery leader, or what the next step should be in your career progression. Reading DA PAM 600-3 "Commissioned Officer Professional Development and Career Management" is the first step however, in this article I want to expand upon what is discussed in the DA Pamphlet.

#### Company Grade Officers

At this point in an officer's career the focus is on development of branch skills versus broadening. For the most part, Lieutenants have a very prescribed career path, though exceptional Lieutenants may be selected for the "Senior LT to Korea Initiative." For KD complete Captains, the range of options expands to unique education opportunities and broadening assignments.

Over the last 8-12 months HRC's FA Branch has worked directly with the field in order to identify Officers who are highly competitive for promotion to CPT and within one year of their PZ board to be assigned to the Korea. This initiative addresses some of the manning challenges units on the Peninsula experience.

Typically, 2LTs are directly assigned there, remain for a year, and are then immediately being backfilled by another 2LT. Lieutenants selected for this program will have experience in at least one, but most likely two, of the LT 13A developmental positions (PL, FDO, FSO) and their experience will be of great value to the new 2LTs being assigned to organizations stationed in Korea. It will not impact officers' ability to attend the FACCC on time because identification is made early and in conjunction with their chain of command.

Officers will attend the Captain's Career Course (CCC) at approximately the four year time in service mark. The most competitive officers, with designated experiences, may be selected for Marine Expeditionary Warfare School or the Maneuver Captain's Career Course. Diversification by both weapon system, type of unit (Light, Stryker, Armor), and duty location is critical post-CCC. In addition, prior to taking command, Captains should strive to serve in positions such as a Battalion/TF FSO, Battalion AS3, or Battalion FDO.

Unit leaders must develop an iterative process of dialogue with HRC to discuss Senior Captains who have distinguished themselves in command. This process begins once the officer receives their first command OER. Our most talented officers will compete for assignments in the Security Forces Assistance Brigades (SFABs), Combat Training Centers (including Project Warrior), Field Artillery Schoolhouse Instructor, USMA, Broadening Opportunities Programs such as Congressional and Joint Staff fellowships and other nominative positions.

The most critical nominative assignment is Project Warrior. Those selected for Project Warrior will serve two years as an observer-coach-trainer at a CTC followed by two years as a small group instructor for the Field Artillery Captains Career Course.

#### Field Grade Officers

Captain (P)s and Majors will attend Intermediate Level Education (ILE) at commissioning plus 10 years of service. 50 percent of a year group will attend Resident ILE including Sister Service and International ILE. Officers selected for resident ILE should be considered for early slating to KD positions to maximize the opportunity for joint qualification prior

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to selection to LTC. Diversification of weapon system is minimized post-ILE to provide maximum success in the follow-on assignments. Assignments are based on past performance, interviews, by name requests, and needs of the Army.

Similar to Senior Captains, the assignments process for Senior MAJs who distinguish themselves in KD positions must involve an iterative dialogue between HRC and the Chain of Command. The most talented Majors compete for Joint assignments, work for General Officers or within the Army Enterprise, or serve within the schoolhouse, at USMA, in a SFAB, or at a CTC.

Officers who are selected for Lieutenant Colonel will compete for battalion command. The Army's Selection Board process will identify the most talented Officers for a variety of command opportunities. The Field Artillery Commandant will manage former battalion command assignments in conjunction with the Field Artillery Branch and the Fires Center of Excellence Commanding General.

Furthermore, successful LTCs will compete for selection to Senior Service College (SSC) and Colonel. These officers will also be provided post CSL development opportunities. Colonel assignments are very closely managed based on the officer's potential and the needs of the Army. All colonel assignments are endorsed by the Fires Center of Excellence CG and approved by the Vice Chief of Staff of the U.S. Army.

### Junior Warrant Officers

Warrant officers at the junior level should begin to build their depth of expertise as apprentice and journeyman target acquisition and targeting subject matter experts. Initially, their critical developmental positions are as Target Acquisition Platoon Leaders and FA Battalion Targeting Officers. Those that excel early should be considered for follow-on positions such as Counterfire Officers and Maneuver Brigade Target Analysts. At this point in a warrant officer's career, the focus is on development of branch skills and technical depth, versus talent management. However, exceptional senior CW2s should be considered for follow-on assignments as CW3s in Project Warrior or as Warrant Officer Career College TAC Officers.

### Mid-Career Warrant Officers

As well-developed targeting and fire support experts, our field grade warrant officers should excel as Targeting Officers in Maneuver and FA brigades. Often providing the continuity within their organiza-

tions, they should help mentor their new field grade officers, particularly new Brigade Fire Support Officers. Those who have mastered the challenges of this echelon should be earmarked for transition to Division FA Intelligence Officers (FAIO), SF Group Targeting Officers, targeting positions in the Cyber community or as secondary Division Targeting Officers. High-performers are also identified as potential Corps FAIOs, Project Warrior or Proponent PME Instructors.

### Senior Warrant Officers

Warrant Officers at the senior level should provide the technical depth and expertise senior commanders rely on for continuity, systems integration, mentorship and warfighting acumen. CW4s will serve as primary Division Targeting Officers, Corps FAIOs and BCD Targeting Officers, as well as Proponent PME Instructors or in other critical functions within USAFAS.

While few in number, our CW5s are expected to assist our most senior commanders in warfighting and institutional commands to leverage their technical depth, expertise and experience. CW5s operate at Corps and Army-level commands, as well as within senior FCOE billets.

### Closing

In conclusion, I would like to reiterate that it takes a concerted effort from all to make sure our leaders get the developmental opportunities they require and deserve. It's easy to become complacent in mentoring, to trade comfort for challenges and mistake staleness for stability. We must recognize where our knowledge and skills are best regarded - both immediately and in the long-term future - but it requires an investment of time, energy and planning. Officers at all levels should continue to seek opportunities to develop into well-rounded leaders, and mentor junior leaders to do the same.

Thank you for all you do; and remember, we are indeed the world's premier Artillery force - Modernized, Organized, Trained, and Ready to integrate an employ Army, Joint, and Multinational Fires because of the tremendous efforts of you and your Soldiers - 24/7/365, Regardless of weather, in any terrain, Quickly, Accurately and Danger Close.

*BG Stephen J. Maranian*