

**HEADQUARTERS**  
**HAWAII ARMY NATIONAL GUARD**  
**91-1227 ENTERPRISE AVENUE**  
**KAPOLEI, HAWAII 96707-2150**

NGHI-PER (600)

1 December 2024

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Hawaii Army National Guard (HIARNG) Policy 25-001 – Lifecycle Management Program for Officers

1. References:

- a. AR 600-8-29 (Officer Promotions)
- b. DA PAM 600-3 (Officer Professional Development and Career Management)
- c. DA PAM 611-21 (Military Occupational Classification and Structure)
- d. ADP 6-22 (Army Leadership and the Profession)
- e. FM 6-22 (Leader Development)
- f. NGR 600-100 (Commissioned Officers- Federal Recognition and Related Personnel Actions)

2. Purpose: The Lifecycle Management Program (LMP) outlines the framework for effectively managing officers in the grades of O3 (Captain) to O5 (Lieutenant Colonel) within the Hawaii Army National Guard (HIARNG). The plan aims to ensure effective talent management, career progression, and the alignment of individual capabilities with organizational needs.

3. Background. Placing the right officer in the right place at the right time will increase officer engagement and career satisfaction, resulting in an expanded pool of officers equipped with the necessary knowledge, skills, and behaviors (KSB) to ensure leadership continuity across different levels of the organization. The LMP provides leadership with an understanding of the officer's KSB and preferences to make more informed decisions and employ officers effectively. Additionally, the LMP aims to enhance efficiency and deliver predictability and transparency while providing the officer with an understanding of the officer talent management process and the opportunity to communicate preferences to Branch Mentors.

4. Applicability. This policy applies to all Title 32 Officers, including Title 32 Officers serving on T10 ADOS in grades O3 to O5.

5. Process: The LMP consists of five phases.

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a. Phase 1: Career Management Review Panel (CMRP). Conducted annually, the CMRP provides insight into organizational potential and individual performance for officers in the grades of O3 to O5. The CMRP results will support HIARNG leaders in career-managing officers to align each officer's strengths and developmental needs with the organization's requirements. Officers will submit a CMRP file and Officer Assignment Preference Sheet (OAPS) using the CMRP Memorandum of Instruction (MOI). The panel will review each file and place each officer in one of four zones for future assignments and promotion.

(1) Zone 1: Manage for Promotion / Key Nominative Positions / Command Selection

(2) Zone 2: Manage Laterally / Promote by Exception

(3) Zone 3: Manage for Growth / Not Ready for Promotion

(4) Zone 4: Not Considered

b. Phase 2: Request for Forces (RFF). The G1 will provide a list of O3 to O5 vacancies within the HIARNG and disseminate it to each Major Support Command (MSC) and Separate Unit for recommended fills. Each MSC and Separate Unit will complete the RFF form, including projected losses and recommended fills, transfers, and promotions. RFFs will be sent to the Officer of Personnel Management (OPM) for consolidation and provided to the Branch Advisory Working Group for review and discussion.

c. Phase 3: Branch Advisory Working Group (BAWG). BAWG conducts twice a year to recommend officers in their respective functional areas. BAWG will review the CMRP results, OAPS, and consolidated RFF spreadsheet. They provide recommendations to the Council of Colonels for O3 to O4 key developmental and broadening assignments/schools, command, and succession planning. BAWG members comprise of Battalion Commanders, G Staff and Human Resource Officer (HRO) Deputies, Specialty Branch representatives, and MSC Administrative Officers/Executive Officers. The Deputy G1 will serve as the Panel Chair.

d. Phase 4: Council of Colonels (CofC). CofC conducts twice a year or as needed (out of cycle). CofC will staff recommendations from the BAWG, approve O3 to O5 moves, and provide recommendations to the HIARNG Commanding General for O5 Battalion Command. The Chief of Staff (CofS) will serve as the Panel Chair and approve O3 to O5 moves. Members participating in the CofC include the CofS, Joint Staff, HRO, MSC Commanders, State Army Aviation Officer, G Staff Primaries in the rank of O6, State Surgeon, and State Chaplain.

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e. Phase 5: Officer Moves. Upon approval of officer moves, OPM will issue a memorandum detailing all approved moves along with their respective timelines.

6. CMRP, BAWG, and CofC results are expected to be published within one month and disseminated via memorandum. The primary goal is to provide timely and actionable feedback supporting real-time decision-making while ensuring transparency.

## 7. Responsibilities

### a. G1.

(1) Publish the CMRP MOI annually.

(2) Provide O3 to O5 vacancies to MSCs and Separate Units to prepare for RFF.

(3) Consolidate RFF recommendations and submit them to BAWG for review.

(4) Provide administrative feedback for CofC to ensure recommendations are consistent with regulations and policies.

(5) Publish the results and coordinate the execution of officer moves.

### b. MSCs and Separate Units.

(1) Distribute the CMRP MOI to all officers.

(2) Assist officers with updating administrative documents such as the Officer Record Brief (ORB).

(3) Compile the CMRP file and submit it to G1 OPM.

### c. Officers.

(1) Ensure all administrative records are current, accurate, and updated as necessary.

(2) Complete the CMRP file and submit the guidelines outlined in the CMRP MOI.

(3) Complete and submit the Officer Assignment Preference Sheet with the CMRP file.

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8. CMRP MOI identifies officer file requirements.

9. Point of contact for this action is the G1 OPM, WO1 Ray Rosete, 808-672-1845, rayarchie.v.rosete.mil@army.mil.

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