

How to commission into the Washington Amy National Guard

Contact the OSM office for follow on questions or to submit documents:

Email: ng.wa.waarng.list.rrb-osm-basic@army.mil

Phone: (253)512-1400



The 8 steps to commissioning:

- 1. Declare intent to commission into the National Guard
- 2. Submit an application for an LOA
- 3. Accept the LOA
- 4. Begin your Commissioning Packet
- 5. Commission
- 6. Submit Commissioning packet
- 7. Attend Rainer Reception
- 8. Lead in the Washington Army National Guard



Once in your junior/MS3 year declare your intent to commission into the National Guard

Army ROTC



Basic Officer Leaders Course

Freshman Year	Sophomore Year	Junior Year	Summer	Senior Year
MSCI 100	MSCI 200	MSCI300	Advance Camp	
> 1 hour Class 2x/week > 3 hours PT > 2 hours LLAB > DoDMERB	 1 hour Class 2x/week 3 hours PT 2 hours LLAB 	 1.5 hour Class 2x/week 3 hours PT 2 hours LLAB 	➤ 5 week Leadership Evaluation at Fort Knox, Kentucky	MSCI 400 ➤ 1 hour Class 2x/week ➤ 3 hours PT ➤ 2 hours LLAB

Commission as a 2nd
Lieutenant after
graduation





After completing CST contact the OSM office to get an LOA (Letter of Acceptance)

Army ROTC



Basic Officer Leaders Course

	Carabana ana Vasa	1 V	Summer	
Freshman Year MSCI 100	Sophomore Year MSCI 200	Junior Year MSCI300	Advance Camp > 5 week	Senior Year MSCI 400
 1 hour Class 2x/week 3 hours PT 2 hours LLAB DoDMERB 	 1 hour Class 2x/week 3 hours PT 2 hours LLAB 	 1.5 hour Class 2x/week 3 hours PT 2 hours LLAB 	Leadership Evaluation at Fort Knox, Kentucky	 1 hour Class 2x/week 3 hours PT 2 hours LLAB

Commission as a 2nd
Lieutenant after
graduation





The documents needed for the branching board are:

- MF 604, application for branching and assignment
- AMS (Accessions Management Sheet)
 - Provided by cadre
 - Available after Advanced Camp (CST)
- Proponent predetermination approval (Cyber or Aviation)
- Letters of Recommendation optional



Branching Board dates:

Branching Board packet due: October 2nd

Branching Board meets: October 31st

Branching Board Results: November 3rd (Results given directly to PMS of each ROTC program)

- Documents for your LOA can be submitted after Oct 2nd, prior to the branching boards
 - If the packet is submitted late, you are less likely to receive your one of your top 3 choices



The documents needed for a Commissioning packet are:

1	NGR Form	62-F Ann	lication for	Fodoral	Recognition
Τ.	MOD LOUIN	UZ-L APP	ilcation for	i euerai	Recognition

- 2. Military Service Obligation (MSO)
- 3. Civilian Education (Official Transcripts)
- 4. Commissioning physical DD 2808 (Provided by cadre)
- 5. APFT Verification Memo (Provided by cadre)
- 6. Height/Weight Verification Memo (Provided by cadre)
- 7. Birth Certificate
- 8. Social Security Card
- 9. Marriage Certificate (If applicable)
- 10. Security Clearance Verification Memo (Provided by cadre/ OSM Office)

- 11. Approved Waivers (age/civil/medical) (Provided by cadre)
- 12. ROTC Contract (Provided by cadre)
- 13. SMP Agreement (if applicable) (Provided by cadre)
- 14. ROTC Appointment Memo (Provided by cadre)
- 15. ROTC Discharge Memo (Provided by cadre)
- 16. Branching Memo from G1 (OSM Office)
- 17. Branching Memo from OSM (OSM Office)
- 18. DA 71
- 19. NGB 337
- 20. Enlisted Discharge (if SMP) (Provided by cadre)



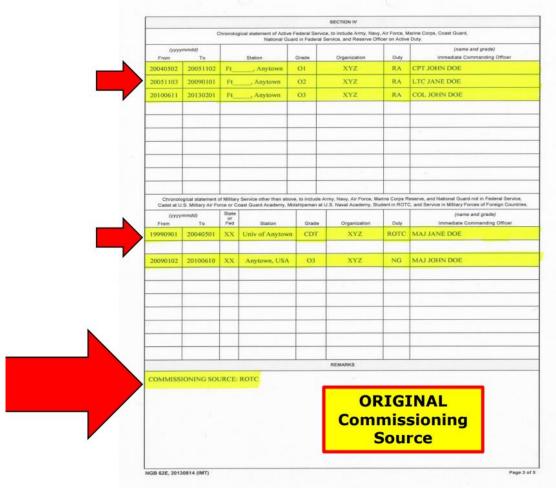
Example for 62-E step 1:

APPLICATION FOR FEDERAL RECOGNITION AS AN ARMY NATIONAL GUARD OFFICER OR WARRANT OFFICER AND APPOINTMENT AS A RESERVE COMMISSIONED OFFICER OR WARRANT OFFICER OF THE ARMY IN THE ARMY NATIONAL GUARD OF THE UNITED STATES			12. Are you at present a member of any component of the Armed Forces? (If yes, list grade, branch, component, organization, and seronautical rating held. YES (i.e. CPT, ACTIVE DUTY ARMY, 101ST ABN DIV) NO AERONAUTICAL RATING
The proponent agency in ARN Handwritten form will not b	NG-HRP-R. The prescribing directive is NGR (AR) 800-100 and NGR (AR) 80 be accepted. Each item must be completed. Annotate "None" where applica	0-101. ble.	13. Have you ever been rejected for military service or appointment as a Commissioned or Warrant officer? (If yes, state when & where rejected and cause
	PRIVACY ACT STATEMENT		(if applicable)
AUTHORITY: Title 32 USC 307, Title 10 USC 10204, Exe	cutive Order 9397.		
Officer of the Army in the Army National Guard of the Units in a DoD approved system. A copy will be maintained by ROUTINE USES: None.	National Guard Officer or Warrant Officer, and appointment as a Reserve C. ed States. The original will be maintained in the Soldier's Official Military Pierso the MILPO for state records. For organizational use only. of provide the information requested by the Board, Federal Recognition may to	unal File or electronically filed	14. Have you ever been separated from the military by reason of reclassification, board action, or have resigned in lieu of reclassification, board action or counmartial proceedings? (If yes, give date, place, and details.) (if applicable)
OM: (Leat, First, Middle) DOE, JOHN MOE		DATE: 20130215	15. Have you ever been court martialed? (If yes, give date, place, charge, and final disposition.)
RU: (State Adjutant General) ANYSTATE			(if applicable)
Chief, National Guard Bureau, Attn: ARN	G-HRH-A, 111 South George Mason Drive, Arlington, VA 2	2204-1382	16. Have you ever been arrested or convicted by a civil court for other than minor traffic violations? (If yes, give date, place, charge, and sentence.) (must include fine amounts)
	SECTION I		
ereby apply for the following: (Under the provisions of)	paragraph and NGR authority) 600-100 (for Officer Grades) 600-10	01 (for Warrant Grades)	17. Are you at present receiving a disability allowance, disability retired pay, or pension as a result of military service? (if yes, give details.)
Federal Recognition as a (Grade and Branch / MO)	IS) O3/XX		(includes severance pay from involuntary separations)
	Army National Guard as a (Grade and Branch / MOS) O3/XX		
Certificate of Eligibility for Federal Recognition in the	Army National Guard as a (Grade and Branch / MOS)		SECTION III
	SECTION II		1. High School: (List name of school, city & state, year graduated. If GED completed, attach copy of certificate.)
connection with the application. I submit the following info	ormation, which I certify to be correct to the best of my knowledge.		
Permanent Home Address: (Street, City, County, St			
23 MAIN STREET, ANYTOWN, ANYCOU			 College: (List name of college, city & state, dates attended, and degree program or course attended) (Graduated? Yes or No)
1(a). Phone (000) 000-0000	1(b). Email Address: JOE.M.DOE.MIL@MAIL.MIL		list out each college
William Co.			
	inth: (City, County, State) ANYTOWN, ANYCOUNTY, XX		
3. Race/Ethnic Group: American Indian/Alaskan.	Asian/Pacific Islander African American Caucasian His	panic Other/Unknown	
4. Are you a citizen of the United States by birth or natura	alization? BIRTH (If by naturalization, append evidence, or ce	ertification by an officer.)	
List number and relationship of dependent's:			
List nearest relative, relationship, and address:	JANE DOE, WIFE		Service Schools: (List name of school, city & state, dates attended, and course attended) (Graduated? Yes or No) list out relevant service schools and year of graduation (i.e. OCS - Ft Grad 2014)
7. Marital Status: (Single, Married, Widowed, Divorced			
8. List present occupation, years experience, employer	name and address: (If self-employed, list business address)		
A for NGB			This section should not be left blank
9. List additional experience and years of same:			
A for NGB			Army Extension Courses: If completed, attach copy of certificate. (List name of school, phase or series number, and course completion date.) N/A for NGB
List any memberships in professional societies: A for NGB		1	
List any decorations, citations, and commendations: A for NGB	(Attach copies)	1111111111	
3B 62E, 20130814 (EF) (IMT)	(PREVIOUS EDITIONS ARE OBSOLETE.)	Page 1 of 5	NGB 52E, 20130814 (IMT)

Portions that are marked N/A for NGB may be required by state



Example for 62-E step 2:

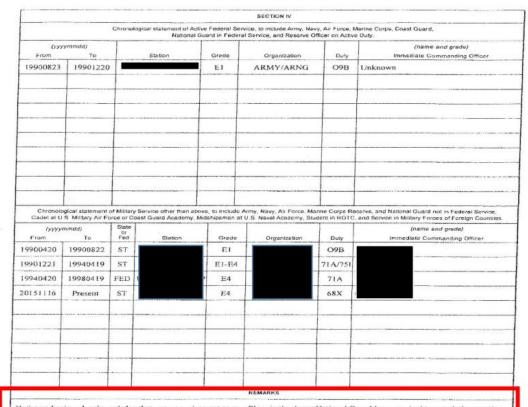


	APPLICANT SIGNATURE		
full Signature:			(Sign All Copies,
	ENDORSEMENT		
Indorsement prepared by organization Commander.			
Approval recommended. The statements of the applica	ant have been verified as far as practicable as	nd are considered to be correct.	
fis/Her appointment is desired to fill the position of : UK	Para Line:	Position Title;	1
Position Authorized Grade;			
Signature			(Sign All Copies)
ignature.			1
	ENDORSEMENT		
indorsement prepared by organization Commander:			
Approval recommended.			
			(Sign All Copies
Signature:			(Sign All Copies)
	ENDORSEMENT		
From: The Adjutant General, State of			
o: The President of the Examining Board.			
	Orders Number	Dated	
Appointed by paragraph:	Orders Hamour		
feadquarters			
Address:			
		E TECH CHINADO N S	7 - NA - 200 - 712
It is requested that the applicant be examined under branch stated in this application.	the provisions of Title 32 Section 307 USC,	and regulations prescribed thereunder, f	or the the grade and
branch stated in this application.			or the the grade and
branch stated in this application. 2. The statement of the applicant has been verified as			or the the grade and
branch stated in this application.			or the the grade and
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branch stated in this application. 2. The atatement of the applicant has been verified as inclosures: Signature of State Adjutant General: The Adjutant General of diddress:	far as practicable and are considered to be o	orrect.	(Sign All Copies,
branch stated in this application. 2. The atatement of the applicant has been verified as inclosures: Signature of State Adjutant General: The Adjutant General of	far as practicable and are considered to be o	orrect.	(Sign All Copies,
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branch stated in this application. 2. The statement of the applicant has been verified as an applicant for the statement of the applicant has been verified as an applicant of state Adjutant General of Address. The examination of the applicant has been completed.	far as practicable and are considered to be o	orrect.	(Sign All Copies,
branch stated in this application. 2. The statement of the applicant has been verified as an applicant for the statement of the applicant has been verified as an applicant of state Adjutant General of Address. The examination of the applicant has been completed.	far as practicable and are considered to be o	orrect.	(Sign All Copies,
branch stated in this application. 2. The statement of the applicant has been verified as an applicant for the statement of the applicant has been verified as an applicant of state Adjutant General of Address. The examination of the applicant has been completed.	far as practicable and are considered to be o	orrect.	(Sign All Copies,



Example for 62-E step 3:

This will contain the original commissioning source and can include SOU/MSO



"I, the undersigned, acknowledge that upon appointment as an officer in the Army National Guard I am required to remain in an active status in the ARNG for the remainder of my original statutory obligation or two years, whichever is later, beginning with the effective date of my state appointment orders."

"I, the undersigned, understand that, upon appointment in the Rhode Island Army National Guard and the Reserve of the Army, I may not be able to complete 20 years of satisfactory Federal service for retirement purposes under the provisions of Title 10, United States Code, Section 12731 (i.e. Eligible to draw retired pay at age 60), or Title 10, United States Code, Section 3911, prior to being removed from an active status under applicable laws or Army Regulations."

Commissioning Source: Specialty Branch (AMEDD) Direct Commissioning





Lastly Sign here. Leave the rest of the document as it is.

APPLICANT SIGNATURE	
Full Signature:	(Sign All Copies)
ENDORSEMENT	
Endorsement prepared by organization Commander:	
Approval recommended. The statements of the applicant have been verified as far as practicable and are considered to be correct.	
His/Her appointment is desired to fill the position of : UIC: ; Para Line; ; Position Title;	:
Position Authorized Grade;	·
	
Signature:	(Sign All Copies)
ENDORSEMENT	
Endorsement prepared by organization Commander:	
Approval recommended.	
Signature:	(Sign All Copies)
	(oigh rin copies)
ENDORSEMENT	
From: The Adjutant General, State of Washington	
To: The President of the Examining Board.	
Appointed by paragraph: JFHQ-SRAA-WA Orders Number: NA Dated:	
Headquarters: SRAA-WA	
Address: Cp Murray, WA	
It is requested that the applicant be examined under the provisions of Title 32 Section 307 USC, and regulations prescribed thereunder, for the branch stated in this application.	e the grade and
2. The statement of the applicant has been verified as far as practicable and are considered to be correct.	
Enclosures:	
Signature of State Adjutant General:	(Sign All Copies)
ENDORSEMENT	
The Adjutant General of Washington	
Address: Camp Murray, WA 98430-5000	
The examination of the applicant has been completed with the result stated in the proceedings of the board (NGB Form 89) herewith enclosed.	
Enclosures:	
Signature of President of the Board:	(Sign All Copies)

NGB 62E, 20130814 (IMT) Page 4 o



- Physical or digital signature is fine
- Can be completed prior to commissioning

Example for MSO:

Statement of Understanding of Officer and Warrant Officer
Military Statutory and Contractual Service Obligations
ARNG-HRH Policy Memorandum #13-023, effective 29 May 2013

111	the III	ndersi	emed :	ackn	owle	tee t	hat

- Upon initial appointment as an Officer in the Army National Guard, I am required to remain in an active status in the ARNG for the remainder of my original statutory obligation or two years from the date of my state appointment orders, whichever is later. This two-year period must be served in an active status and will run concurrently with any other obligations previously incurred.
- All Soldiers appointed as Officers from the Reserve Officers Training Corps (ROTC) will incur an eight year statutory obligation and a mandatory Ready Reserve participation obligation as identified in Table 2-1, AR 135-91.
- Officers appointed in the Army Medical Department (AMEDD):
- with no prior service incur an eight year service obligation.
- with prior service, incur a contractual obligation and mandatory MUTA attendance requirement for the remaining portion of their statuatory obligation or two years, whichever is later.
- With participation in the Specialized Training Assistance Program (STRAP), retain the original statutory obligation and incur a contractual obligation in accordance with AR 135-91.
- c. All Soldiers receiving a direct appointment under the provisions of NGR 600-00, paragraph 2-11k or NGR 600-101, incur a contractual obligation and mandatory MUTA attendance requirement equivalent to the remaining portion of their statutory obligation or two years, whichever is later.
- d. All active Army and United States Army Reserve (USAR) Officers seeking appointment in the ARNG will incur a contractual obligation equivalent to the remaining portion of their statutory obligation or two years, whichever is later.
- 2. As an Officer in the Army National Guard, I incur a contractual obligation and mandatory MUTA attendance requirement if I complete any military funded professional education course (military or civilian). The obligation/training requirement must be served in an active status and will run concurrently with any other obligations previously incurred as follows:
- a. Courses of 1 to 15 days active duty for training one year
- b. Courses of 16 or more of active duty for training two years
- c. Acceptance into and completion of an undergraduate pilot training program (i.e. Initial Entry Rotary Wing) ten years
- d. Acceptance into and completion of the Interservice Physician Assistant Program six years

Signature	
Printed Name	_
SSN	_
Date	_



Civilian education:

- Must be official university transcripts
 - Must say "Official"
 - Must have "Degree awarded"
- Can take up to 2 weeks to process the request, so order ahead of time if possible or as soon as available.
- May require additional fee from the university



Ch 2 Physical (DD 2808):

- During your time in ROTC you most likely completed a Commissioning Physical
 - They are commonly done during CST
 - Your cadre will have a copy of it if you have completed a physical
- Be sure to check with your cadre to ensure that you have the correct physical on file.
 - The required portions are Box B and Box C (as shown in the picture to the right), as well as the Physician's signature at the end.
- If you do not have a commissioning physical on file reach out to the OSM office immediately for help in setting up an appointment as wait times can be long

LAST NAME, FIRST NAME, MIDDLE NAME (SUFFIX)			2. SOCIAL SECURITY NUMBER	3. TODAY'S DATE (YY
4.a. HOME ADDRESS (Street, A	Apartment No., City, Sta	te, and ZIP Code)	5. EXAMINING LOCATION AND ADDRES	S (Include ZIP Code)
b. HOME TELEPHONE (Includ	<u> </u>			7.a. POSITION (Title, G.
X ALL APPLICABLE BOXE	T	- PURPOSE OF EX	/AMINIATION	7.a. POSITION (Title, Gi
Army Coast Guard Navy Marine Corps	b. COMPONENT Regular Reserve National Guard	c. PURPOSE OF EX Enlistment Commission Retention	Medical Board Other (Specify) Retirement U.S. Service Academy	b. USUAL OCCUPATION
Air Force		Separation	ROTC Scholarship Program	



NGB 337

- Physical signature is required
 - Ensure the date listed is the date of your commissioning
- The authentication portion can be filled out by any officer
- Can be turned in prior to commissioning

DATHS OF OFFICE

The proponent agency is ARNG-HRH IAW G1 POLICY. The prescribing directive is NGR 600-100 and NGR 600-101.

DDR/ACV ACT STATEMENT

NATIONAL GUARD OFFICE

AUTHORITY: Title 32 USC Section 308 and 312. PURPOSE: Used for persons appointment oath required provisions of Title 32 USC Sections 308 and 312. ROUTINE USES: None.

I, (First, Middle, Last Name)				
do solemnly swear (or affirm) that I will support and defend the Constitution of the United States				
and the Constitution of the State (Commonwealth, District, Territory) of				
against all enemies, foreign and domestic; that I will bear true faith and	allegiance to the same;			
that I will obey the orders of the President of the United States and the G	Fovernor of the State			
(Commonwealth, District, Territory) of	, that I make this obligation freely,			
without any mental reservations or purpose of evasion, and that I will we	ell and faithfully discharge the			
duties of the Office of (Grade) in the Army/Air Natio	nal Guard of the State			
(Commonwealth, District, Territory) of	upon which I am about to enter,			
so help me God.				
	Signature in Full			
TEMPORARY FEDERAL RECO	GNITION			
I, (First, Middle, Last Name)				
have been granted temporary Federal Recognition in the grade	Army/Air National Guard of the state			
(Commonwealth, District, Territory) of	do solemnly swear (or affirm) that during			
such temporary Federal Recognition I will perform all federal duties as i	f I had been appointed as a Reserve Officer of the			
Army/Air Force.	0			
	Signature in Full			
AUTHENTICATION				
Sworn to and subscribed before me at				
this day of , .				
Name, Grade, Component or Authorized Official Administering Oath(s)	Signature in Full			

NGB FORM 337, 20101105 (PDF-F)

Page 1 of 1 Page



DA 71

- Similar to the NGB 337
- Physical signature is required
 - Ensure the date listed is the date of your commissioning
- The final portion after "SWON TO AND SUBSRIBED BEFORE ME AT..." can be signed by any officer.

OATH OF OFFICE - MILITARY PERSONNEL For use of this form, see AR 135-100, the proponent agency is ODCSPER						
AUTHORITY:	5 USC 3331, 552, 552a; 10 USC 10204.	HE PRIVACY ACT OF 1974				
PRINCIPAL PURPOSE: Routine USES:	To create a record of the date of acceptance of appointment. Information is used to establish and record the date of acceptance. The SSN is used to identify the member. The					
DISCLOSURE:	date of acceptance of appointment is used in preparing statements of service and computing basic pay date. Completion of form is mandatory. Failure to do so will cause the appointment to be invalid.					
	INSTRI	ICTIONS				
COMMISSIONED OFFI	ITMENT FOR WHICH OATH IS BEING EXECUT CERS WILL ALSO SPECIFY THE BRANCH OF	TED BY PLACING AN "X" IN APPROPRIATE BOX. REGULAR ARMY APPOINTMENT WHEN APPOINTED IN A SPECIAL BRANCH.				
notice of appointment, the office (on this form) prop	e appointee will, in case of acceptance of the app	n the Army of the United States. Immediately upon receipt of sointment, return to the agency from which received, the cath of non-acceptance, the notice of appointment will be returned to eptance.				
CO	MMISSIONED OFFICERS	WARRANT OFFICERS				
REGULAR ARMY	(Branch, when so appointed)	REGULAR ARMY				
ARMY OF THE UN	ITED STATES, WITHOUT COMPONENT	ARMY OF THE UNITED STATES, WITHOUT COMPONENT				
RESERVE COMMI	SSIONED OFFICER	RESERVE WARRANT OFFICER				
I	(First Name, Middle Name, Last Name) ted an officer in the Army of the United	(Social Security Number) States, as indicated above in the grade of do solemnly swear (or affirm)				
that I will support ar	nd defend the Constitution of the United	States against all enemies, foreign and domestic,				
• • • • • • • • • • • • • • • • • • • •		ake this obligation freely, without any mental				
	•	aithfully discharge the duties of the office upon				
	enter: SO HELP ME GOD.	,				
		(Signature - full name as shown above)				
SWORN TO AND SUB	SCRIBED BEFORE ME AT					
THIS	DAY OF					
(I	Day)	(Month) (Year)				
(Grade, compone	nt, or office of official administering oath)	(Signature)				
		OF THE OATH OF OFFICE				
	is elected or appointed to an office of lovernment of the United States, he/she is	Article 136; 10 USC 936). A commissioned warrant officer administering the eath of office will show his/her title in the block to				
	pon the duties of his/her office, to take and	the left of his/her signature.				
2. 10 USC 626 and 1430 on promotion of officers.	9 eliminate the necessity of executing oath	Oath of office may also be taken before any civil officer who is authorized by the laws of the United States or by the local municipal law to administer oaths, and if so administered by a civil official, the oath must bear the official seal of the person administering the oath,				
of any component of any duty (10 USC 1031), or when acting as an adjuta	be taken before any commissioned officer Armed Force, whether or not on active before any commissioned warrant officer nt, assistant adjutant, acting adjutant, or of the Armed Forces (See UCM,	or if a seal is not used by the official, the official's capacity to administer oaths must be certified to under seal by a cierk or court or other proper local official.				

A FORM 71 JUL 1999 EDITION OF DEC 1988 IS OBSOLETE APD LC v1.00E8



Commissioning Packet Due dates:

- The commissioning packet is expected within 1 month of commissioning
 - Communicate any issues or questions on gathering packet documents as soon as possible.
- The Commissioning packet is critical to in processing your information into IPPS-A and ensuring a smooth transition from Cadet to Lieutenant
- Failure to submit the packet on time can affect your pay, benefits, BOLC dates, and ability to drill within your unit



Congratulations!

- Once completed and submitted you are fully commissioned and are ready to begin leading in the Washington Army National Guard!
- Following your commission you will then attend Rainer Reception and begin scheduling your BOLC date



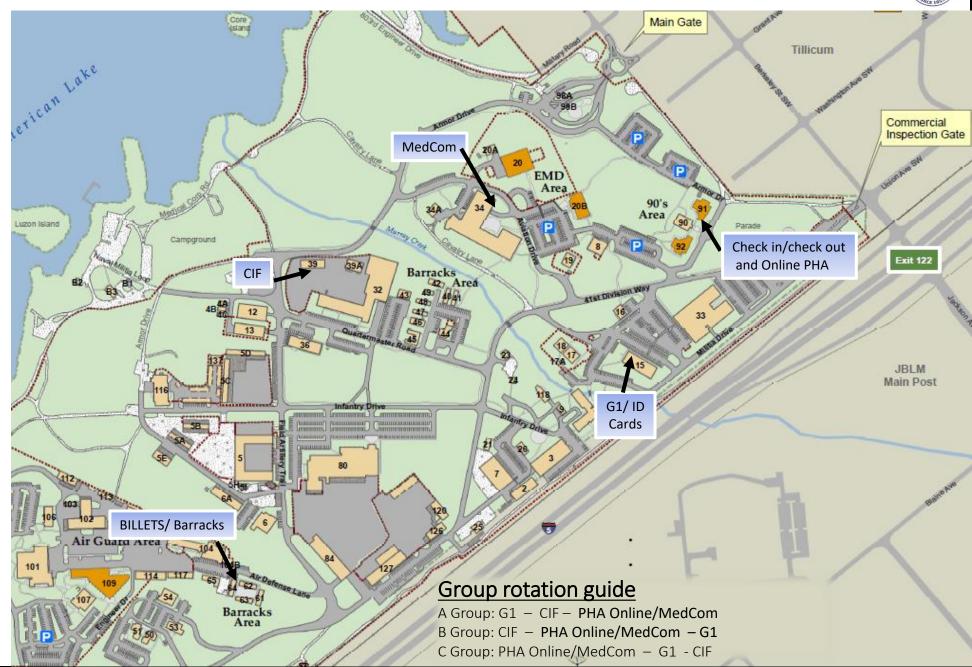
Rainer Reception

- Rainer Reception will typically be your first drill in the National Guard. They are the first weekend of every month, except June. There is no Rainer Reception in June.
 - You do NOT need to attend if you were in the SMP in Washington state
 - Instead, you will simply begin drilling with your unit upon their next drill.
 OSM shop will assist in getting a point of contact.
- Location: Camp Murray Washington, near JBLM.
- Prior to attending you will be required to complete a small questionnaire and sizing sheet.
- You will receive all your initial briefs, in-process into Guard systems, and be issued equipment.
- Afterwards you will begin drilling with your unit, while awaiting BOLC.



RAINIER RECEPTION







Organizing your BOLC date

UNCLASSIFIED

Strength Maintenance Division (HRR) Initial Military Training Section

- Once you've commissioned you are responsible for coordinating your BOLC date
- From the MOS stated from your LOA reach out to one of the branch managers listed and begin the process of confirming a BOLC date.
 - The earliest you can attend BOLC is 2 months after you commission date
 - Be sure to still use formal communication when contacting the civilian branch managers

Mr. James C. Archambault

BOLC Section Chief

(703)-607-9936
james.c.archambault.civ@mail.mil



Toll Free: 1-800-356-2764 Option #2 (BOLC) Direct: (703) 607-3939 Mrs. Barbara A Williams (Team Lead)
Career Management Officer
Managing Branches:
MP/OD/QM/TC
Mobile: (571) 263-5235

barbara.a.williams1.ctr@mail.mil

Mr. Frederick W Ziegler
Career Management Officer
Managing Branches:
AR/AV/IN/MS
Mobile: (410) 370-8996

frederick.w.ziegler.ctr@mail.mil

Mrs. Margaret Pickel
Career Management Officer
Managing Branches:
AG/CM/CY/FI/SC
Mobile: (703) 942-8560 Ext. 162
mpickel@knowesis-inc.com

Mr. Bragg, Daniel C
Career Management Officer
Managing Branches:
AD/EN/FA/MI
Mobile: (757) 647-0629
daniel.c.bragg.ctr@mail.mil

EFFECTIVE: 5/6/2019

The Right Number, Right People, and Right Care equals Personnel Readiness