The following items are from one Engineer field grade officer who took part in the Spring 2020 Hireview Branching Pilot as an evaluator. He evaluated 10 cadets, a mix of ROTC and USMA, and provided them the below feedback. Please consider his feedback as you prepare for your Hireview interview keeping in mind that his feedback was for that particular group of 10 cadets. These are not the only things to consider when preparing for your branching interview, but merely a starting point.

1. When preparing for an interview (or meeting your boss) consider your audience and your physical appearance accordingly. Upon your first physical meeting with your CO and/or BN you will likely be wearing your military uniform (probably ACUs). I realize that will not always be the case depending on individual circumstances. I can't speak for the other evaluators, but I was expecting to see you all in a military or cadet uniform, and that was not the case for the vast majority of you (everything from t-shirts, to business suits, to ACUs, and somewhere in between). Appearance did not significantly hurt any one individual overall (see above comment about guidance), but consider your audience and what outcome you are trying to influence when you choose what to wear when presenting yourself. Don't forget about physical appearance details in AR 670-1.

2. I recommend you do your interview in a room with a neutral background (not held against anyone, but please don't leave your bathrobe hanging up just behind you if you do your interview in your bedroom) and if possible do a test of the acoustics of the room with the computer/tablet you’ll use for the interview (some of you were a little hard to hear). Try to pick a room that doesn't have an echo or naturally muffle your voice as you talk. Square yourself up to the camera and don't slouch/look overly casual. You're doing an interview not talking with your peers.

3. Verbal answers were wide and varying, both in content (detail ranged from specific to vague in both experiences and qualities you bring to the EN Regiment) and time to give your answer (short (20 seconds) to long (2.5+minutes)). I don't know if you received the questions before you sat down to record your answers or not, but if you didn't I'm not surprised by the variance in answers. If you did have a chance to review, think about, and prepare, you may want to rehearse a little more. Regardless of where you branch to, continue to work on eliminating verbal pauses and tics ("umm" and "ahh" being the most popular); especially when you're talking about yourself. You should be an expert on what your experiences and qualifications are and you shouldn't verbally stumble over them too much. For a video interview, it's ok to have a note card with an outline of what you want to talk about and put it directly above or below your camera to help remind you. Clear, appropriate level of detail for the situation, and conciseness will help you in any military briefing. Don't give a long wandering answer leaving your audience wondering if you actually answered the initial question.

4. Please make sure you answer the written question as directly as possible and do not contradict yourself in the answer. The longer your answer the more likely you are to wander into a mistake or create confusion. As with your verbal answers strive to be clear, provide the appropriate level of detail for the situation, and be concise.

5. Proofread your answer if you have time. Read it out loud to yourself. Do this with evaluations and awards once you commission. It will make your writing more effective and reduce the editing kickbacks/processing time of your administrative actions.

6. Not everyone filled out the narrative portions of your respective school’s branching websites. I didn't hold it against anyone for not filling it out, but for those that did fill it out it did provide more detail about you and gave me a better understanding of your past experiences, knowledge and skill set, and military career goals. If you haven't filled it out, I highly recommend you spend the time to do it. It's going to become important for you after you commission as well. The way HRC determines active duty personnel PCS assignments has changed significantly in the past two years. Active duty officers now fill out an online resume and go through an interview process with potential gaining units for assignment placement. The forum is the Assignment Interactive Module 2 (AIM2): https://aim.hrc.army.mil/portal/officer/portal.aspx. So while your branching process is changing, so is our duty assignments process. The Army is still exploring how to incorporate AIM2 to work with the Reserve and National Guard components.

7. All of you are clearly highly accomplished students and young leaders. As you look towards branching make sure you do your own detailed research into each of the branches you are considering to better understand how they are organized, what the disciplines/functions of the branch are, and how they fit into the big Army machine. Talking with recent grads you know as well as mid and senior grade officers will help paint a picture for you, but keep in mind that all Army officers are a product of their experiences and very few Army career paths are exactly the same. So talk with a number of officers from each branch you are considering and read some doctrine to understand how the Army views each branch as well. Its 3 years old now, but I've included the EN Chapter from the previous version of DA PAM 600-3 which does a good job of describing the EN Regiment and laying out an EN officer's career. Some of the content has been superseded, but most of it is still relevant and provides a good overview of the EN

Regiment. If you have access to milSuite, it is posted at: <https://www.milsuite.mil/book/docs/DOC-378760>.

8. For some of the changes in DA PAM 600-3 as it relates to an EN officer’s career can be found at the Army Career Tracker website (https://actnow.army.mil/), I've included the current EN Officer career map. Career maps are available for all the other branches as well if you have access to the site (if not talk with your PMS/TAC officer to see if they can pull any other branch career maps you're interested in). They also have career maps for enlisted Soldiers and Warrant Officers which are extremely helpful when you counsel your NCOs in your platoon to understand where they are in their careers and where they need/want to go.

9. For additional doctrine changes to the EN Regiment, watch the Army Publishing Directorate website (<https://armypubs.army.mil>) for the publication of the newest version (2020) of FM 3-34 Engineer Operations. The EN Regiment has 3 disciplines, not 2; learn about and be prepared to work in all 3 disciplines if you branch ENs.

10. I mentioned milSuite before, but I'll mention it again, if you have access to milSuite, look at the Engineer Regiment's Resource Menu (https://www.milsuite.mil/book/groups/usaes-commandant-resource-menu/overview), the US Army Engineer School (https://www.milsuite.mil/book/groups/engschool), the EN Credentialing (https://www.milsuite.mil/book/groups/engineer-credentialing-forum), and MSCoE TOE Reference Book

(https://www.milsuite.mil/book/groups/mscoe-toe-referenc-book) pages. I strongly encourage you to join these groups and be an active participant.

Best of luck. Finish your academic undergrad program strong and get ready to hit the ground running once you commission.