

Headquarters
Department of the Army
Washington, DC
25 September 2006

Personnel—General

Policies and Procedures for Active-Duty List Officer Selection Boards

Applicability. This memorandum applies to Headquarters, Department of the Army agencies only.

Proponent and exception authority. The proponent of this regulation is the Assistant Secretary of the Army (Manpower and Reserve Affairs). The Assistant Secretary of the Army (Manpower and Reserve Affairs) has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The Assistant Secretary of the Army (Manpower and Reserve Affairs) may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating agency in the grade of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through higher headquarters to the policy proponent. Refer to AR 25-30 for specific guidance.

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*This memorandum supersedes DA Memo 600-2 dated 24 September 1999.

1. Purpose

This memorandum establishes policy and prescribes procedures for Headquarters (HQ), Department of the Army (DA) warrant, company, and field grade officer selection boards and provides Department of Defense (DOD) guidance regarding the communication and disclosure of personal information. Specifically, the policies and procedures in this memorandum apply to HQDA, active duty list company and field grade commissioned officer and warrant officer (WO) promotion, command, school, and product/project manager (PM) selection boards; selective continuation boards; retention boards; selective early retirement boards (SERBS); reduction in force (RIF) boards; advisory boards; and other boards as directed by the Secretary of the Army (SA) or a designee. Board members, the Secretariat for DA selection boards, and administrative support personnel will use this memorandum.

2. References

Required and related publications and prescribed and referenced forms are listed in appendix A.

3. Explanation of abbreviations and terms

Abbreviations and terms used in this memorandum are explained in the glossary.

4. Oath

Each board member, recorder, and administrative support personnel will take the following oath or affirmation: "I, _____, do solemnly swear (or affirm) that I will, without prejudice or partiality, and having in view both the professional qualifications of officers and the requirements of the Army, perform the duties imposed upon me, and that I will not divulge the proceedings or results thereof pertaining to the selection or nonselection of individual officers except to proper authority."

5. Responsibilities

a. The Secretariat for DA selection boards will furnish the board with the names and personnel records of the officers to be considered and will assign a board recorder to provide administrative support to the board. Questions from board members regarding personnel records, eligibility of officers, and administrative procedures will be directed to the recorder who will obtain clarification or additional information from proper authority.

b. The recommendations of a board will be determined by a majority of the board members. The board president has no authority to constrain what the majority recommends.

c. After the board report is signed by each of the board members and the board recorder, but prior to recess, the board president will provide the Deputy Chief of Staff, G-1 (DCS, G-1) with an after action report (AAR). The DCS, G-1 or a representative will provide administrative assistance in preparing the report or necessary addendum and will receive the signed report.

d. The board will not recess until authorized to do so by the convening authority or a designee. The board will adjourn after the convening authority has acted upon the recommendations of the board; the board members will be notified when this happens.

6. Conduct of the selection board and disclosure of information

Board members, recorders and administrative support personnel will maintain the integrity and independence of the board, and will foster the careful consideration, without prejudice or partiality, of all eligible officers. Department of Defense Instruction (DODI) 1320.14 provides specific rules governing the conduct of promotion boards (other than WO) and the actions of promotion board personnel. The SA is the only person who may appear in person to address a promotion board on any matter. Promotion board members, recorders and administrative support personnel will read and comply with DODI 1320.14. As a matter of policy, the guidance provided by DODI 1320.14 is made applicable to other boards, and a copy of that

directive is provided to all boards. The following paragraphs govern the conduct of all other centralized selection boards and conform to the provisions of DODI 1320.14.

a. Board members will not receive, initiate, or participate in communications or discussions involving information that the convening authority has precluded from consideration by this memorandum or amendments thereto. The board will base its recommendations on the material in each officer's board file, other information provided to the board in accordance with these instructions, and any information communicated by individual eligible officers. The board will not discuss matters precluded by law, DOD directive, Army regulation, or this memorandum. The board will not discuss or disclose the opinion of any person not a member of the board concerning an officer being considered unless that opinion is contained in material provided to the board under the provisions of these instructions.

b. All communications with the board, other than those that are clearly administrative, must be in writing, given to each board member, and made part of the board's record. The convening authority or designee will designate in writing those persons authorized to provide routine administrative information to the board.

c. Before the report of the board is signed, the recommendations may be disclosed only to members of the board, recorders, and administrative support personnel who have been designated in writing by the convening authority or designee. After the board members sign the board report, only the recommendations of the board may be disclosed, and disclosure will be limited to those who process the board report for approval and release. Except as authorized by the convening authority, the proceedings of the board may not be disclosed to any person whom is not a board member, board recorder, or administrative support personnel serving on the specific board.

d. If a board member cannot in good conscience perform his or her duties as a member of the board without prejudice or partiality, he or she has the duty to request relief by the convening authority. If the board member believes that the integrity of the board's proceedings has been affected by improper influence of military or civilian authority, misconduct by the board president or a member, or any other reason, that board member has a duty to request from the convening authority or if necessary from the Secretary of Defense relief from the obligation to not disclose board proceedings and, upon receiving it, to report the basis for this belief.

e. Upon the completion of board deliberations, the board will be required to certify in its report to the convening authority that, to the best of each board member's knowledge, the board complied with all applicable guidance governing the conduct of the board. Appendix I outlines the board's reporting requirements.

f. For SERBs, Selective Retirement Boards (SRBs), and RIF boards: The recommendations, approved lists, and board membership are FOR OFFICIAL USE ONLY and will not be publicly released, except as provided for under the Freedom of Information Act. For all other selection boards, board recommendations are FOR OFFICIAL USE ONLY and will be so marked until approved lists are announced by HQDA; board membership will not be revealed until the board report is approved by proper authority.

g. Board members will not disclose statistical analyses, details of the board proceedings, or specifics pertaining to selection or nonselection of individual officers unless authorized to do so by proper authority. After approved lists are announced by HQDA, board members may familiarize other officers with board procedures in general.

7. Information to be considered or prohibited from consideration

a. The board file. The board will consider the following information, which will be provided by the secretariat for DA selection boards, in the board file for each officer under consideration:

- (1) The performance portion of the officer's Official Military Personnel File (OMPF).
- (2) Approved requests for voluntary retirement or separation and statements of notification of involuntary retirement or separation.
- (3) Documents provided in accordance with paragraphs *7b* through *d*.
- (4) Official photo, if available.

(5) Written communications, which may include the opinion of third parties about the officer concerned, submitted to the board by eligible officers.

(6) Declination and disenrollment statements of professional development training.

(7) Officer record brief (ORB).

b. Access to the restricted file.

(1) Restricted file access is governed by AR 600–8–104.

(2) The board president may request that the board review information contained in the restricted file of an officer under consideration. The board president will state the specific reasons for submitting the request. The convening authority or his designee will consider each request on a case-by-case basis. Only information directly related to the request may be provided to the board. If the request is approved, the OMPF custodian will place a copy of the approved request in the officer's restricted file.

(3) An officer under consideration may request that the board review information contained on his or her restricted file. Such requests will be honored, and the OMPF custodian will place a copy of the approved request in the officer's restricted file.

(4) For SERBs, SRBs, and RIF boards, limited portions of the restricted file will be provided, as outlined in appendix G.

c. Additional information.

(1) Information that is determined by proper authority to be relevant to the board's selection process may be added to the board file or made available to the board as a reference. The referral of such information to the board will be made a matter of record.

(2) The DCS, G–1 or a designee may approve written requests for exception (signed by a general officer or general officer equivalent) to permit the board to consider evaluation reports that have been accepted for filing in the OMPF but arrive at the Human Resources Command (HRC) after the announced cutoff date but before the convene date. The recorder will add such approved reports to the officer's board file and retain the written approval of the request for exception as a matter of record.

(3) If, before the board signs its board report, HRC receives a document that is accepted for filing in the performance section of the OMPF of any officer under consideration by the board, and the Commanding General (CG), HRC, determines that the nature of the information presented in the document would warrant an officer's referral to a promotion or command review board if the officer were on a promotion or command selection list, the CG, HRC will forward the document to the board for consideration. If the board receives the document after the board has voted the officer's file, the board may, based on the documentation, revote the officer's file and, if necessary, adjust the officer's standing on the order of merit list (OML). The board recorder will add the document to the officer's board file and make the approval a matter of record.

d. Personal knowledge. Board members will not use personal knowledge in their deliberations unless authorized to do so under the following procedures. In the event a board member has personal knowledge of an officer's performance or conduct that is not documented in the record provided to the board, and the board member feels the information is of great significance, the board member will summarize the information in writing and provide it in a sealed envelope to the board recorder. The board recorder will seek guidance from proper authority. Until authorized to do so through the recorder, the board member will not disclose or discuss the information with any other board member nor disclose or discuss the identity of the officer concerned.

e. Opinions. Board members will not discuss or disclose to the other members of the board the opinion of any other person concerning an officer being considered, unless that opinion is documented in material properly before the board.

f. Marital status. Board members will not consider the marital status of any officer under consideration, or the employment, education, or volunteer service of the officer's spouse. If any records contain such prohibited information, board members will disregard it.

g. Medical profiles. Board members will presume that officers with medical profiles have been determined to be medically qualified for assignment to any position commensurate with their designated career fields. In

case of doubt, the board will notify the recorder who will bring this matter to the attention of proper authorities.

h. Informational briefings. Administrative support personnel designated in writing by the convening authority, or designee, may brief the board on matters such as the demographics of the population under consideration, the officer evaluation system, the officer qualitative management process and officer personnel management policies. These briefings do not constitute additional guidance to the board.

8. Criteria for selection

a. To fairly evaluate an officer's demonstrated professionalism or potential for future service, board members will review the entire record. No single factor will be overriding. However, board members may properly base their recommendation on disciplinary action, relief for cause, cowardice, moral turpitude, professional ineptitude, and/or inability to treat others with respect and fairness, and/or lack of integrity.

b. Undue emphasis will not be placed on the diversity of assignments or the level at which duties are performed. All assignments are important to sustain a trained and ready Army. The absence of command, combat experience, or support of deployed forces, for example, will not be a basis for nonselection. Officers who did not get the opportunity to participate in combat will not be penalized.

c. The decisions of the board will be weighed in terms of each officer's demonstrated character and performance and the potential of that officer for further outstanding service. The following framework will be used to evaluate each officer's potential in the order of personal priorities:

(1) *Military bearing and physical fitness.* The board will evaluate the officer's fitness for duty considering the standards of AR 600-9 and the officer's overall appearance. Limit review to the official photograph when one is present, to height and weight data on the ORB, and to entries on evaluation reports.

(2) *Military education and training.* The board will evaluate the appropriateness and extent of military education and training as outlined in DA Pam 600-3.

(3) *Civilian education and training.* The board will evaluate the appropriateness and extent of civilian education and training, especially that which has been obtained at the direction of the Army.

(4) *Assignment history and professional development.* The board will evaluate the officer's assignment history to assess professional development. Duty descriptions on the ORB and officer evaluation report (OER) indicate developmental experience. DA Pam 600-3 is a general guide to help evaluate career field and skill qualifications.

(5) *Performance.* The board will evaluate how well the officer performed in various assignments throughout his or her period of service. The board will consider manner of performance, professional attributes, and quality of character expected of a commissioned officer as shown on evaluation reports.

(6) *Professional attributes and ethics.* The board will evaluate how well the officer fulfills his or her commitment to serve the Nation. This requires a summary evaluation of the officer's dedication, professional deportment, respect for fellow Soldiers, desire to excel, and adherence to the professional Army ethic. Review comments on evaluation reports, commendatory and disciplinary information, and professional certification entries on the ORB. In weighing this factor, keep the following in mind.

(a) Integrity and character. These attributes constitute the real foundation of successful leadership. Officers must set a positive personal example and demonstrate an unequivocal commitment to the values of the professional Army ethic as outlined in DA Pamphlet 600-3, paragraph 1-8. Absolute integrity of word, deed, and signature is a matter that permits no compromise. An officer who has sacrificed integrity has forfeited the respect and trust of those with whom he or she serves.

(b) Attitude, dedication, and service. The board will pay particular attention to the selfless officer whose record reflects a consistent willingness to make personal sacrifices in order to accomplish the mission and to the bold and innovative officer who demonstrates a willingness to take calculated but not indiscriminate risks.

(c) Concern for Soldiers and families. Soldiers are the Army's most important resource. Select the officer who exhibits imagination in challenging subordinates; who treats Soldiers, civilians, and their families

with dignity and respect at all times; and who has sympathy and compassion for others' individual and personal problems.

9. General considerations

Not all the following considerations will apply to all officers and branches.

a. OERs.

(1) The DA Form 67-9 OER system is specifically designed to ensure that the senior raters limit their above center of mass ratings to less than 50 percent of the total profile for each grade. Senior raters are personally responsible for ensuring that completed reports process at HQDA in the desired sequence, regardless of the method used to forward them. Senior raters have been advised to limit above center of mass ratings to a goal of one-third of all ratings in order to establish an adequate rating "cushion" and maintain maximum flexibility. A notable reduction in above center of mass evaluations, especially in a senior rater's initial OER, is expected to occur as he/she attempts to follow this guidance. Therefore, center of mass evaluations will be the norm.

(2) Board members also must watch for OERs given under this system when the senior rater's profile is immature and/or when the senior rater rates a small number of officers. This information is available in the senior rater portion of the OER (Part VIIa and DA label). In these cases, the senior rater has little or no capability to render an above center of mass senior rating. Therefore, board members will expect center of mass ratings and will pay particularly close attention to the senior rater's narrative. Officers will not be disadvantaged merely because they were rated under these circumstances.

(3) Civilian, Reserve Component (RC), or sister service ratings will hold equal weight to those rendered by Active Army officials. The board will allow for discernible differences in rating styles across other services or components and will not use such reports as a basis to distinguish between officers with otherwise similar performance records.

(4) Successful OER appeals result in amendment, revision, or elimination of the reports in question. Correspondence on appeals denied after 1 May 1978 is placed on the restricted portion of the OMPF. No stigma will be attached to the fact that an OER appeal was not favorably considered. The board must draw no adverse inference from revised or omitted documents in the OMPF that may result from a successful OER appeal.

(5) The senior rater box check in Part VIIb of DA Form 67-9 will not be used on evaluations written for all company grade officers (lieutenant (LT) and captain (CPT)) and WO (warrant officer one (WO1) and chief warrant two (CW2)). This change has been implemented to ensure that evaluation reports on officers in these ranks (LT, CPT, CW2, WO1) are tools for rating officials to coach, teach, and mentor rated officers. At the start of their careers, officers will be able to focus on mission accomplishment rather than their standing among peers. These junior officers will understand unequivocally that the Army does not have or tolerate a "zero defects" mentality, but rather is interested in developing warriors with a joint, expeditionary mindset and the mental agility to thrive at all levels in modern war. Board members must understand that, for these reports, their narratives will no longer have a Part VIIb box check in support and that senior raters must articulate quantified performance and potential to identify their best officers.

b. Restricted access to LT OERs. For all officers in Year Group (YG) 1987 and later, the Army has restricted access to, or "masked," all LT OERs upon each officer's promotion to CPT. "Masking" moves an officer's LT OERs from the Performance file to the Restricted file. Consequently, OERs will not be available on the Performance file for officers who, while still first lieutenants (1LTs), may have served in some traditional branch-qualifying assignments. However, the fact that officers served in these positions will still be reflected on their ORBs. In addition, this change applies only to YG87 and later officers. Because this board may consider pre-YG87, YG87, and post-YG87 officers, their files will look different. No adverse conclusions will be drawn because some officers' files have "masked" 1LT OERs and some do not.

c. Color photographs. Current guidance from the Office of the SA authorizes the use of digital 4x6 official photos. An officer's file may contain a color 4x10, or digitally produced 4x6 photo. No adverse inference will be drawn from the type of official military photograph in an officer's file. The style of

photograph present in the officer's file typically reflects the type of photographic support provided at the installation. Soldiers assigned to an area (including hostile fire areas) where photographic facilities are not available or conditions prevent them from being photographed are temporarily exempt from submitting new photographs every 5 years. These Soldiers will be photographed within 90 days after reassignment to an area where photographic facilities are available.

d. Training base. The Army prepares every Soldier to be a warrior. Training must replicate the stark realities of the battlefield in order to condition Soldiers to react instinctively in combat. Such training is essential to building Soldiers' confidence in themselves, their equipment, their leaders, and their fellow Soldiers, regardless of specialty. All Soldiers must be warriors first. The importance of assignment to our enlisted training base units within the Army cannot be overemphasized as an essential pillar of our system and key to our Army's readiness. It is the beginning of a Soldier's life cycle and it establishes the basic path that an Soldier will take. Those who work in such units are equally important. The inherent duties associated with assignments to the training base include all the elements of teaching, coaching and mentoring we consider paramount to our Army's success. The officers assigned to the training base are the Army's lead agents in the effort to inculcate the Warrior Ethos across the force. Army leadership is committed to ensuring quality officers receive these assignments. The board will understand the complex and challenging nature of assignments to these training base units and give appropriate consideration to such assignment in the overall evaluation of each officer's record.

e. Transition teams. Transition teams perform an extremely important function in the Global War on Terror. Specifically, transition teams are the key force multiplier that will enable the United States to handover security responsibilities to host nation security forces. Transition Teams live and operate under very austere conditions and are embedded within coalition units at the battalion, brigade, and division level. The teams may be called military transition teams, special police transition teams, or border teams. The members of the teams serve as advisors as well as the coalition link to force enablers for the foreign command group and their staff. Reserve and active officers may serve as Team Chiefs, executive officers, or staff members to shadow the unit's leadership; the battalion team is led by a major (MAJ), brigade team by a lieutenant colonel (LTC), and a colonel (COL) is on the division team. They directly represent the United States of America and are charged with coaching, teaching and mentoring host nation security forces while simultaneously conducting combat operations as an embedded part of the host nation security force. The board will understand the challenging nature and demands of these jobs and provide appropriate consideration in the overall evaluation of each officer's record.

f. Inspector General (IG) duty.

(1) Officers nominated for assignment as an IG are personally approved by The Army Inspector General and gaining commander. Selection is based upon a background that reflects outstanding performance, future potential, and demonstrated adherence to Army values. These officers must be qualified in their respective career fields before they are accepted for IG duties. The IG special role in serving as the extension of their commander's eyes, ears, voice, and conscience demands officers who are mature and ethically and morally beyond reproach. Their focus is on issues that affect readiness, discipline, war fighting, and quality of life in the ever-changing Army. IGs must have a unique relationship with commanders, built on a foundation of total confidence and trust. They are on the commander's personal staff and provide commanders a sounding board for sensitive issues. Furthermore, IGs understand the functions of the chain of command while being fair and impartial without regard to rank or position of the individuals involved.

(2) Most important, IGs are trained to exercise mature judgment and initiative in executing their duties. Members of selection boards must recognize that because the Army does not have an IG career field, officers initially enter the IG detail as experts in their branch but must be trained in the IG System. They complete their detail with a much broader background and more leadership experience with the Army than many of their peers.

g. RC duty.

(1) RC units (both Army National Guard and the U.S. Army Reserve (USAR)) are a vital part of the Army, comprising 54 percent of America's Army. The Army leadership has instituted systems and programs

to ensure that quality officers receive these assignments. Army National Guard (ARNG) advisors, Readiness Group staff, and officers in full-time support to USAR units are the principal advisors to the commanders and Soldiers of these units and must demonstrate not only technical and tactical proficiency, but also managerial effectiveness in a turbulent, resource-constrained environment. The board should understand the challenging nature of RC duty and provide appropriate consideration in the overall evaluation of each officer's record.

(2) Officers assigned to Active Component (AC)/RC duty execute the Chief of Staff, Army's Training Support XXI initiative. This initiative integrates the AC and RC into America's Army in order to provide the most proficient and combat ready Soldiers and units in support of the National Security and National Military Strategies. Officers serve in leadership positions within the continental United States Armies (CONUSA) and integrated divisions (training support (TS)), brigades (TS), and battalions (TS).

(3) The CONUSA enhance combat readiness of the RC by employing the capability of the divisions (TS) to increase RC units' ability to execute missions throughout the full spectrum of military operations. Officers assigned to brigades (TS) and battalions (TS) lead mobile operations groups, which are similar in organization and structure to those found at the combat training centers. All officers are certified observer controllers/trainers. Their missions include training support and mobilization assistance based on designing and executing lane training, gunnery, training assessment modules, and command and staff training. With the expanding requirement for both AC and RC units to deploy in support of peacekeeping and stability operations, the CONUSA responsibility for mobilization has increased to provide both observer controller augmentees to the Joint Readiness Training Center and to all theater specific individual readiness training instructors. Officers assigned to division simulation brigades also design and conduct simulations exercises for general officer command and brigade-level staffs.

(4) The CONUSA and brigades also plan, train, and deploy in support of military support to civil authorities during federally declared disaster relief efforts, and they make up the Response Task Force responding to incidents involving Weapons of Mass Destruction. Officers also fill positions with Field Training Groups aligned with National Guard divisions to coach, teach, and mentor National Guard division staffs. The board should understand the challenging nature of AC/RC duty and provide appropriate consideration in the overall evaluation of each officer's record.

h. Recruiting duty. Assignment to a recruiting unit carries with it all the elements of training, teaching, leading troops, and mission accomplishment of other commands. The primary mission is to recruit the Army of the future for both the Active and Reserve Components in such diverse categories as enlisted Soldiers, commissioned and WOs, and officer candidates, and in such critical skills as aviation and nursing. They must accomplish all of this on a monthly basis to rigorous standards. The board should understand the complex and challenging nature of a recruiting assignment and give it appropriate consideration in the overall evaluation of each officer's record.

i. U.S. Army Recruiting Command (USAREC) commanders. Board members will consider the unique nature and demands of these commands when selecting officers for promotion to colonel. USAREC commanders were selected to lead, coach, and mentor the officer leadership and the professional noncommissioned officer (NCO) recruiting force to recruit with integrity the high-quality men and women who serve with the Active Army and the USAR. USAREC commanders demonstrate leadership and training skills and effectively resource, employ, and direct geographically dispersed units throughout the continental United States, Alaska, Hawaii, Puerto Rico, Europe, and the Pacific. Resource turbulence, changes in the marketplace, more competition and a strong economy are challenges these skilled leaders accept as they work to train and motivate their commands to succeed in recruiting America's Army.

j. Resident Command and General Staff College (CGSC) credit. In February 1996, the Army granted resident CGSC credit to approximately 160 officers in YGs 1978 through 1983 who had completed CGSC by correspondence and had also successfully completed a traditional branch-qualifying assignment. This action was intended to reduce the backlog of officers selected to attend the resident course, but operationally deferred from attending. Board members will not penalize officers that were granted equivalent resident CGSC credit.

k. Senior service colleges (SSCs). The boards will not establish selection for or attendance of SSCs or an equivalent as a criterion for promotion or command selection.

l. Rear detachment commanders. The Army relies heavily upon officers who serve as rear detachment commanders during the deployment of forces and combat. These officers have the tremendous responsibility to care for the families of deployed Soldiers, military communities, remaining units, and installations. Rear detachment commanders are seeing increased responsibility, as deployments become more intense and longer in duration. Board members must recognize the importance of this duty and exercise appropriate consideration in the selection board process.

m. Army directed training and graduate education. Board members must be alert for those qualified officers who, because of their unique and special skills, have been selected for and who have successfully completed extensive periods of Army-directed training or education. The board must not penalize officers placed in graduate education (for example, scholarship recipients) or extended training (for example, aviation flight school, ranger training, or consecutive special skill training courses) and will view their selection and successful completion of such training as an indicator of their potential to serve at higher grades.

Appendix A References

Section I Required Publications

AR 600-8-24

Officer Transfers and Discharges. (Cited in appendixes B, C, D, E, F, G, H, and I.)

AR 600-8-29

Officer Promotions. (Cited in C-3a.)

DODI 1320.14

Commissioned Officer Promotion Program Procedures. (Cited in para 6 and appendix I.)

Section II Related Publications

A related publication is a source of additional information. The user does not have to read a related publication to understand this memorandum. DOD publications are available at www.dtic.mil/whs/directives. U.S. Code is available at www.gpoaccess.gov/uscode.

AR 350-1

Army Training and Leader Development

AR 600-9

The Army Weight Control Program

AR 600-8-104

Military Personnel Information Management/Records

AR 635-10

Processing Personnel for Separation

DA Pam 70-3

Army Acquisition Procedures

DA Pam 600-3

Commissioned Officer Professional Development and Career Management

UCMJ

Congressional Code of Military Criminal Law applicable to all military members worldwide www.army.mil/references/UCMJ

DODD 1320.8

Continuation of Regular Commissioned Officers on Active Duty and Reserve Commissioned Officers on the Reserve Active Status List

DODI 1320.12

Commissioned Officer Promotion Program

DODI 6000.13

Medical Manpower and Personnel

5 USC 2301(b)(1) and (2)

Merit system principles

10 USC 573

Convening of selection boards

10 USC 611b

Convening of selection boards

10 USC 615

Information furnished to selection boards

10 USC 637

Selection of regular officers for continuation on active duty

10 USC 638a(b)(4)

Selective early retirement

10 USC 1722(d)

Career development

10 USC 1732

Selection criteria and procedures

10 USC 3911

Twenty years or more: regular or reserve commissioned officers

10 USC 12313

Reserves: release from active duty

**Section III
Prescribed Forms**

This section contains no entries.

**Section IV
Referenced Forms**

DA Form 67-9

Officer Evaluation Report

DA Form 7222

Senior System Civilian Evaluation Report

**Appendix B
Officer Promotions**

**Section I
All Officer Promotions**

B-1. General

a. Recommendations. The board will recommend the number of officers specified to meet the needs of the Army.

b. Number selected. Before the board convenes, the DCS, G-1 or a designee (normally the Director of Military Personnel Management, DMPM) may increase or decrease the number of officers to be selected (for example, selection capability and skill or specialty selection goals or requirements) to reflect changes in the population under consideration or strength in a particular skill or specialty against projected requirements. After a promotion board convenes, the DCS, G-1 may only decrease the number of officers to be selected (overall selection capability) but may increase or decrease skill or specialty selection goals or requirements. Normally this will be based on strength changes.

c. Number of promotions needed. Although not required to do so, the board will strive to meet the selection goals reflecting the number of promotions needed to ensure relative consistency of selection opportunity across all skill and specialty areas or to support projected force structure needs.

d. Below the zone (BZ) selection capability. (Does not apply for promotion to CPT.) Selectees from BZ will count toward career field selection goals or requirements; however, officers may not be selected from BZ solely to satisfy a skill or specialty selection goal requirement. Officers selected from BZ replace those who otherwise would be promoted from in and above the promotion zone; therefore, they must be clearly superior to those who would otherwise be promoted. The Army must identify its best officers and promote them earlier to afford them sufficient remaining service to be available as our senior leaders.

e. Above the zone selection. The board will give full and fair consideration to officers above the promotion zone. No one will be nonselected for promotion solely because of a previous nonselection. Nonselection is not a stigma; in-the-zone and above-the-zone officers compete equally. Many officers in the promotion zone are not selected because of selection constraints.

f. Joint duty selection objectives. Joint relationships and joint experience are key as the Army makes a major cultural shift toward jointness, institutionalizing a joint and expeditionary mindset throughout the force. Future leaders must embody the expeditionary mindset; our future leaders must have the right mix of unit, staff, and command experience (when appropriate), and training and education to meet the current and future leadership requirements of the Army and the Joint Force. DOD directives and Title 10, United States Code

(10 USC) establish an important objective that the qualifications of officers assigned to joint duty positions are such that they are expected to be selected at a rate not less than that of their peers in comparable Service positions.

g. AAC selection objectives/goals. 10 USC dictates that the qualifications of officers selected for the AAC are such that those officers are expected, as a group, to be promoted at a rate not less than the rate for all officers selected by the board. To attract and retain a sufficient number of top quality AAC officers, the Operation Support Career Field Board will strive to select AAC officers at a rate not less than the selection rate for all considered officers from the Army competitive category (both in the zone and below the zone).

h. Captain Recall Program. Some officers may have returned to active duty as part of the Captain Recall Program. These officers will have a period of time in their record for which there are either evaluations given while in a reserve status or no evaluations at all. These officers must not be penalized on the basis of an absence of active duty evaluations during such periods.

i. Baccalaureate degree completion. The board will not view the lack of a baccalaureate degree as a criterion for nonselection.

B-2. Retirement or separation dates

Some officers under consideration have approved voluntary or involuntary retirements or separations as noted in the board file. By law, the board must consider such officers for promotion if their separation date is greater than 90 days after the board convene date. However, while the board is not precluded from recommending such officers for promotion, these losses will be considered, as required by law, in calculating the board's selection capability.

Section II Fully Qualified Promotions

B-3. Fully qualified and best qualified

As a matter of law, officers recommended for promotion must be "fully qualified" and "best qualified" for promotion. The board has no numerical constraints on the number of officers it recommends for promotion. Therefore, for purposes of this board, the terms "best qualified for promotion" and "fully qualified for promotion" are synonymous. In all cases, the board will satisfy itself that an officer is qualified professionally and morally, has demonstrated integrity, is physically fit, and is capable of performing the duties expected of an officer with his or her career field and skill qualifications in the next higher grade.

B-4. Promotion to captain

For promotion to CPT for the Judge Advocate General's Corps (JAGC) and Chaplain Corps, the Office of the Chief of Chaplains or the Office of the Judge Advocate General will examine records of officers who only recently entered the Army. Recommendations must be made on the basis of available information, albeit limited. These officers have met the Army's high standards for commissioned service and should be deemed qualified to serve in the next higher grade unless the officer's file documents adverse conduct or performance.

B-5. General procedures

a. Each board member will evaluate the entire record of each officer under consideration. Officers will be identified who, in the opinion of a majority of the members of the board, are fully qualified and who are not fully qualified for promotion. Fully qualified officers are those, by definition, whose demonstrated potential unequivocally warrants their promotion to the next higher grade. The term "not fully qualified" is not pejorative in nature. An officer who is not fully qualified for promotion may be qualified for duty in his or her current grade and career field. Also identify any officer whose conduct or performance merits consideration for involuntary separation.

b. Next, the records of officers identified for consideration for involuntary separation will be reconsidered.

(1) Officers will be identified who, in the opinion of the majority of the board, will be required under

AR 600-8-24 to show cause for retention on active duty (chap 2), for elimination proceeding (chap 4), or for separation (chap 5).

(2) Criteria that may merit recommendation to show cause include substandard performance of duty, misconduct, moral or professional dereliction, or actions clearly inconsistent with national security.

Section III Best Qualified Promotions—Army Competitive Category

B-6. Fully qualified as per law

The board, as a matter of law, may recommend only officers first considered to be fully qualified for promotion. The board president has no authority to constrain the board from recommending for promotion fully qualified officers whom the majority finds best qualified to meet the needs of the Army as defined in your instructions.

B-7. General procedures

a. Phase 1: Identify fully qualified officers in and above the zone.

(1) Each board member will evaluate the entire record of each officer in and above the promotion zone and award a numerical score to assess each officer's promotion potential and identify any officer whose conduct or performance merits consideration for involuntary separation.

(2) The board will reduce a single relative standing list of all officers in and above the promotion zone by merging each board member's scores.

(3) The board will identify officers who are fully qualified and who are not fully qualified for promotion. Fully qualified officers are those, by definition, whose demonstrated potential unequivocally warrants their promotion to the next higher grade. The term "not fully qualified" is not pejorative in nature. An officer who is not fully qualified for promotion may be qualified for duty in his or her current grade and career field.

(4) The board will set aside for further review the records of officers whose conduct or performance merits consideration for possible involuntary separation.

b. Phase 2: Identify potential BZ selectees.

(1) Each board member will review the entire record of each officer from BZ and identify officers who merit consideration for accelerated promotion and identify officers who merit consideration for possible involuntary separation.

(2) For those officers selected for further BZ consideration, each board member will award a numerical score to assess each officer's promotion potential.

(3) The board will produce a relative standing list of potential BZ officers by merging each board member's scores.

(4) The board will identify from the relative standing list those officers who possess the potential for promotion ahead of their contemporaries, complying with your guidance regarding minimum and maximum BZ selections.

(5) The board will integrate the tentative BZ selectees into the relative standing list of officers in and above the zone.

c. Phase 3: Identify those best qualified for promotion.

(1) Based upon the optimum selection capability, tentatively identify officers from the integrated relative standing list who are best qualified for promotion by—

(a) Reviewing the statistical summaries of career field, AAC, and joint-duty objectives and determining whether any goals, objectives, or requirements have not been met.

(b)) If the objectives have not been met in any one category, reviewing the files of officers in that category who were considered fully but not best qualified for selection; ensure appropriate consideration has been given to the performance of officers who are serving in or who have served in joint duty positions; and if appropriate consideration was not given, revoting the record of the officer and adjust the relative

standing of any officer whose score changed as a result of this revote. The Army assignment policy objectives are as follows:

1. Officers who are serving on, or have served on, the Joint Staff are expected, as a group, to be selected for promotion at a rate not less than the selection rate for other officers in the same competitive category under consideration by the boards who are serving on or have served on the Headquarters Staff, DA.

2. Officers who have been awarded the joint specialty are expected, as a group, to be selected for promotion at a rate not lower than the selection rate for other officers in the same competitive category under consideration by the boards.

3. Officers who are serving in, or have served in, other joint duty assignments, excluding those in B-7c(1)(a) and (b), are expected, as a group, to be selected for promotion at a rate not less than the overall selection rate for officers in the same competitive category under consideration by the boards.

4. Officers who are serving in or have served in the Office of the Secretary of Defense are expected to be selected for promotion at a rate not less than the selection rate for other officers in the same competitive category under consideration by the boards who are serving on or have served on the Headquarters Staff, DA.

5. Officers selected for the AAC are such that those officers are expected, as a group, to be promoted at a rate not less than the rate for all officers selected by the Army competitive category (ACC) board. The operation support career field board will strive to select AAC officers at a rate not less than the selection rate for all considered officers from Army competitive categories (both in the zone and below the zone).

(c) If career field selection requirements have not been met, adding fully qualified officers in the appropriate career fields to the tentative selection list to satisfy the requirements and continuing this process until—

1. Each career field requirement is satisfied.

2. No additional officers fully qualified for promotion in that career field exist in or above the zone.

3. The additional selection capability is exhausted (that is, the board has reached its maximum selection capability).

(d) If any career field selection requirements remain unsatisfied after reaching the maximum selection capability and if officers fully qualified for promotion in that career field remain in or above the zone, displacing officers on the tentative selection list who do not fill a career field selection requirement with fully qualified officers who satisfy the requirement and also by displacing in reverse standing list order until all career field selection requirements are satisfied or until no more officers who are fully qualified for promotion in the respective career fields remain in or above the promotion zone.

(e) If all skill selection requirements have been met and additional selection capability remains, adding fully qualified officers by order of merit up to the maximum selection capability. At the completion of this step, the board will have produced its final selection list to use in the formal vote that concludes this phase.

(2) If additional information concerning an officer under consideration, the board may revote the officer's file and, if necessary, adjust the final relative standing list and the selection list.

(3) The number of officers whose names appear on the final selection list will be no fewer than the optimum number, provided sufficient fully qualified officers are available to be recommended for promotion and will not exceed the maximum selection capability.

(4) If any board fails to meet the joint duty or Army Acquisition Corps selection objectives in any category, that board will discuss in the board's report the procedures taken to assure itself that joint duty officers received appropriate consideration and provide an analysis of factors that contributed to the shortfall. The boards will also address any other matters that affected the consideration of joint duty officers in the AAR. A comparison between the selection rate for AAC officers and the OS competitive category, and between the selection rate for AAC officers and the aggregate of the four competitive categories (both in the

zone and below the zone), will be included in your statistical summary enclosure to the board after action review.

(5) At the conclusion of the deliberative process, conduct a formal vote to ensure that no officer is recommended as best qualified for promotion unless he or she receives the recommendation of a majority of the members of the board. Each member has an equal vote in this process. The board's collective judgment is the final determination of an officer's qualifications to meet the Army's needs.

d. Phase 4: Identify show cause.

(1) The board will reconsider the records of officers identified for possible involuntary separation and identify officers who, in the opinion of the majority of the board, will be required to show cause under AR 600-8-24 for retention on active duty (chap 2), for elimination proceedings (chap 4), or for separation (chap 5).

(2) Criteria that may merit recommendation to show cause include substandard performance of duty, misconduct, moral or professional dereliction, or actions clearly inconsistent with national security.

**Section IV
Best Qualified Promotions-Special Branches**

B-8. Special branches fully qualified

The board may recommend only officers first considered to be fully qualified for promotion. The board president has no authority to constrain the board from recommending for promotion fully qualified officers whom the majority finds best qualified to meet the needs of the Army as defined in your instructions.

B-9. General procedures

a. Phase 1: Identify fully qualified officers in and above the zone.

(1) Each board member will evaluate the entire record of each officer in and above the promotion zone and award a numerical score to assess each officer's promotion potential and will identify any officer whose conduct or performance merits consideration for involuntary separation.

(2) The board will produce a single relative standing list of all officers in and above the promotion zone by merging each board member's scores.

(3) The board will identify officers who are fully qualified and who are not fully qualified for promotion. Fully qualified officers are those, by definition, whose demonstrated potential unequivocally warrants their promotion to the next higher grade. The term "not fully qualified" is not pejorative in nature. An officer who is not fully qualified for promotion may be qualified for duty in his or her current grade and career field.

(4) The board will set aside for further review the records of officers whose conduct or performance merits consideration for possible involuntary separation.

b. Phase 2: Identify potential BZ selectees.

(1) Each board member will review the entire record of each officer from BZ and identify officers who merit consideration for accelerated promotion and officers who merit consideration for possible involuntary separation.

(2) For those officers selected for further BZ consideration, each board member will award a numerical score to assess each officer's promotion potential.

(3) The board will produce a relative standing list of potential BZ officers by merging each board member's scores.

(4) Identify from the relative standing list those officers who possess the potential for promotion ahead of their contemporaries, complying with your guidance regarding minimum and maximum BZ selections.

(5) Integrate the tentative BZ selectees into the relative standing list of officers in and above the zone.

c. Phase 3: Identify those best qualified for promotion.

(1) On the basis of the maximum selection capability, the board will tentatively identify officers from the integrated relative standing list who are best qualified for promotion.

(2) The board will review statistical summaries of skill guidance and determine whether any goals, objectives, or requirements have not been met.

(3) If skill guidance selection requirements are specified and have not been met, the board will add fully qualified officers in the appropriate career fields to the tentative selection list to satisfy the requirements. Continue this process until—

(a) Each career field requirement is satisfied.

(b) No additional officers fully qualified for promotion in that career field exist in or above the zone.

(c) The additional selection capability is exhausted (that is, the board has reached its maximum selection capability).

(4) If any skill guidance requirements remain unsatisfied after reaching the maximum selection capability and if officers fully qualified for promotion in the required skill remain in or above the zone, the board will displace officers on the tentative selection list who do not fill a selection requirement with fully qualified officers who satisfy a selection requirement. The board will also displace in reverse standing list order until all requirements are satisfied or until no more officers who are fully qualified for promotion in the required skill remain in or above the promotion zone.

(5) At the conclusion of the deliberative process, the board will conduct a formal vote to ensure that no officer is recommended as best qualified for promotion unless he or she receives the recommendation of the majority of the members of the board. Each board member has an equal vote in this process. The board's collective judgment is the final determination of an officer's qualifications to meet the Army's needs.

d. Phase 4: Identify show cause.

(1) The board will reconsider the records of officers identified for possible involuntary separation and identify those officers who, in the opinion of the majority of the board, will be required to show cause under AR 600-8-24 for retention on active duty (chap 2), for elimination proceedings (chap 4), or for separation (chap 5).

(2) Criteria that may merit recommendation to show cause include substandard performance of duty, misconduct, moral or professional dereliction, or actions clearly inconsistent with national security.

Section V

Best Qualified Promotions—Chief Warrant Officers

B-10. Chief warrant officers first considered

The board may recommend only CWOs first considered to be fully qualified for promotion. The board president has no authority to constrain the board from recommending for promotion fully qualified CWOs whom the majority finds best qualified to meet the needs of the Army as defined in the instructions.

B-11. General procedures

a. Phase 1: Identify fully qualified CWOs in and above the zone.

(1) Each board member will evaluate the entire record of each CWO in and above the promotion zone and award a numerical score to assess each CWO's promotion potential and identify any CWO whose conduct or performance merits consideration for involuntary separation.

(2) The board will produce a single relative standing list of all CWOs in and above the promotion zone by merging each board member's scores.

(3) The board will identify CWOs who are fully qualified and who are not fully qualified for promotion. Fully qualified CWOs are those, by definition, whose demonstrated potential unequivocally warrants their promotion to the next higher grade. The term "not fully qualified" is not pejorative in nature. An officer who is not fully qualified for promotion may be qualified for duty in his or her current grade and career field.

(4) The board will set aside for further review the records of CWOs whose conduct or performance merit consideration for possible involuntary separation.

b. Phase 2: Identify potential BZ selectees.

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(1) Each board member will review the entire record of each CWO from BZ and identify CWOs who merit consideration for accelerated promotion. Additionally, the board will identify CWOs who merit consideration for possible involuntary separation.

(2) For those CWOs selected for further BZ consideration, each board member will award a numerical score to assess each CWO's promotion potential.

(3) The board will produce a relative standing list of potential BZ CWOs by merging board member's scores.

(4) The board will identify from the relative standing list those CWOs who possess the potential for promotion ahead of their contemporaries, complying with your guidance regarding the maximum BZ selections.

(5) The board will integrate the tentative BZ selectees into the relative standing list of officers in and above the zone.

c. Phase 3: Identify those best qualified for promotion in their primary military occupational specialty (PMOS).

(1) Based upon the optimum selection capability, the board will tentatively identify CWOs from the integrated relative standing list that are best qualified for promotion in their PMOS.

(2) The board will review the statistical summaries of military occupational specialty (MOS). Determine whether any goals or requirements have not been met.

(a) If MOS selection requirements have not been met, add fully qualified CWOs who hold the required PMOS to the tentative selection list to satisfy the MOS requirements. Continue this process until—

1. Each MOS selection requirement is satisfied.

2. No additional CWOs fully qualified for promotion who hold the required PMOS exist in or above the zone.

3. The additional selection capability is exhausted (that is, the board has reached its maximum selection capability).

(b) If any MOS selection requirements remain unsatisfied after reaching the maximum selection capability and if CWOs fully qualified for promotion who hold the required PMOS remain in or above the zone, the board will displace CWOs on the tentative selection list that do not fill an MOS selection requirement with fully qualified CWOs who satisfy the requirement. The board will displace in reverse standing list order until all MOS selection requirements are satisfied or until no more CWOs who are fully qualified for promotion in the required PMOS remain in or above the promotion zone.

(3) If all MOS requirements have been met and additional selection capability remains, the board may add fully qualified CWOs by order of merit up to the maximum selection capability provided no MOS ceiling is breached. At the completion of this step, the board will have produced its final selection lists to use in the formal vote that concludes this phase.

(4) If the board receives additional information concerning a CWO under consideration, it may revoke the officer's file and, if necessary, adjust the final relative standing lists and the selection lists.

(5) The number of CWOs whose names appear on the final selection lists will be no fewer than the optimum number, provided sufficient fully qualified CWOs are available to be recommended for promotion, and will not exceed the maximum selection capability.

(6) At the conclusion of the deliberative process, the board will conduct a formal vote to ensure that no officer is recommended as best qualified for promotion unless he or she receives the recommendation of a majority of the members of the board. Each member has an equal vote in this process. The board's collective judgment is the final determination of a CWO's qualifications to meet the Army's needs.

d. Phase 4: Identify show cause.

(1) The board will reconsider the records of CWOs identified for possible involuntary separation and identify CWOs who, in the opinion of the majority of the board, will be required under AR 600–8–24 to show cause for retention on active duty (chap 2), for elimination proceedings (chap 4), or for separation (chap 5).

(2) Criteria that may merit recommendation to show cause include substandard performance of duty, misconduct, moral or professional dereliction, or actions clearly inconsistent with national security.

Appendix C

Selective Continuation

C-1. General guidance

Selective continuation is not a method for easing an officer's transition into a second career; separation pay is provided for that purpose. Selective continuation is a method for providing experienced and capable officers of a specific grade and skill to meet the needs of the Army.

a. While officers considered for selective continuation have failed to be selected for promotion, selection constraints may preclude promotion of capable officers.

b. When the selective continuation period expires, previously continued officers will be discharged (Active Army officers) or released from active duty (REFRAD) (other than active Army officers) if not promoted, placed on a recommended list, selectively continued again, retained because within 2 years of retirement eligibility, or, if eligible, retired. At the end of the continuation period, they may be eligible for separation pay if the conditions outlined above are inapplicable.

c. Officers selectively continued on the basis of the recommendations of the board will be continued on active duty until first eligible for retirement (or selected for another period of SELCON), unless sooner discharged or retired under other provisions of law or regulation.

d. Officers recommended for continuation by this board for purposes other than elimination will be continued on active duty until they are eligible for retirement under the provisions of 10 USC 3911, unless sooner discharged or retired under other provisions of law or regulation. They will then be retired (if they apply) or discharged unless the SA acts under the provisions of 10 USC 637 to continue the officers beyond that date to the statutory maximum.

e. The board will produce three attest rosters: one for those officers recommended for continuation, one for those officers not recommended for continuation (officers must have fewer than 14 years of service on the date they would otherwise be discharged), and one for those officers selectively continued for the purposes of elimination (majors with 14 or more years of service on the date they would otherwise be discharged).

f. Selectively continued officers, if otherwise eligible, will continue to be considered for promotion until separation

C-2. Captains and majors

a. By statute, CPTs or MAJs must be selected for continuation by a board convened under the provisions of 10 USC 611(b) to be continued on active duty after a second failure of selection for promotion.

b. CPTs and MAJs who are not selected two or more times but not within 6 years of retirement eligibility at the beginning of the continuation period may be considered for selective continuation subject to the needs of the Army. Additional guidance may be provided to the board on the mandatory continuation of officers in shortage skills or career fields.

c. CPT selective continuation criteria include the following:

(1) In considering CPTs for selective continuation, the board will recommend officers deemed "fully qualified" for continuation in their current grade. Officers deemed "not fully qualified" for continuation in their current grade will not be recommended for continuation. A fully qualified officer is one who is qualified professionally and morally, is of demonstrated integrity, and is able to perform the duties expected of an officer in his or her current grade.

(2) The board will produce two attest rosters: one for those officers recommended for continuation and one for those officers not recommended for continuation.

d. MAJ selective continuation criteria include the following:

(1) DOD policy stipulates that majors will not be involuntarily discharged (that is, not selectively continued) to circumvent show cause proceedings. The board must distinguish between majors who are considered fully qualified for continued service in grade and those who are continued in order to be processed for elimination proceedings under AR 600-8-24, chapter 4 or 5.

(2) Unless unusual circumstances exist, DOD policy requires that all Active Army MAJs within 6 years of retirement eligibility be continued.

(3) Army policy dictates that Active Army and other than regular Army officers be treated with parity wherever possible; therefore, the board must continue all MAJs who are twice nonselected and within 6 years of retirement eligibility.

(4) Majors deemed "not fully qualified" and who will have fewer than 14 years of service as of the date on which they would otherwise be discharged will not be recommended for continuation. Majors deemed "not fully qualified" who will have 14 or more years of service as of the date on which they would otherwise be discharged will be recommended for continuation for the purpose of consideration of elimination (show cause). The board must distinguish between those officers who are considered "fully qualified" for continued service in grade and those who are continued in order to be considered for elimination under the provisions of AR 600-8-24. Officers who are continued to allow show cause proceedings to take place and who are not subsequently eliminated will be selectively continued in their current grade.

C-3. Warrant officer selective continuation requirements

a. Subject to the needs of the Army, WOs in the grade of CW2, CW3, and CW4 must be selected for continuation by a board convened under 10 USC 573(c) and AR 600-8-29 in order to be continued on active duty after a second failure of selection for promotion.

b. CW2s, CW3s, and CW4s who are recommended for selective consideration will be continued on active duty for a period of service as determined by the SA, usually a continuation period of 3 years from the date the officer would have otherwise been separated for twice failing to be selected for promotion. WOs who have over 18 but fewer than 20 years of active service and who are recommended for SELCON will be extended past 20 years of active service, to remain on active duty until the selective continuance period is complete.

c. CW4s who are recommended for selective consideration may be continued on active duty until 24 years of WO service, or 30 years of active service, whichever occurs first.

d. Selectively continued officers, if otherwise eligible, will continue to be considered for promotion until separation.

e. Other than Active Army WOs in the grade of CW2 who are selected for selective consideration may continue to serve on active duty; however, their period of continuation will not extend them beyond 20 years active service unless specifically authorized by the SA.

Appendix D School Selection

Section I Senior Service College

D-1. General procedures

a. The following are procedural phases for a board meeting.

(1) *Phase 1: Identify officers fully qualified for selection.*

(a) Each board member will evaluate the entire record of each officer and award a numerical score to assess each officer's potential and identify any officer whose conduct or performance merits consideration for involuntary separation.

(b) The board will produce an OML of all officers by competitive category.

(c) The board will identify officers who are fully qualified and who are not fully qualified for selection.

(d) The board will set aside for further review the records of officers whose conduct or performance merits consideration for possible involuntary separation.

(2) *Phase 2: Revalidate deferees.*

(a) The board will review files of officers previously selected but deferred from attendance and if applicable, officers selected for promotion to COL from BZ. A deferred officer's record will not be compared with those currently under consideration; the review will be limited to material changes since original selection (for example, a record of punishment under the Uniform Code of Military Justice (UCMJ), a letter of reprimand, relief for cause, or a marked decline in performance or potential).

(b) If a material change has occurred, the file will be reevaluated and, if warranted, revocation of school selectee status will be recommended. If selection is revoked, the officer will be considered by future SSC selection boards, provided otherwise eligible.

(c) Upon favorable review, deferred officer(s) will be placed at the top of the OML in alphabetical order. Revalidated deferees will not be counted as filling principal vacancies.

(d) Officers selected for promotion to COL from BZ will be revalidated, administratively placed as the top of the OML, and counted as filling principal vacancies.

(3) *Phase 3: Identify those best qualified for selection.*

(a) On the basis of the selection capability, the board will tentatively identify officers from the OML who are best qualified for selection.

(b) At the conclusion of the deliberative process, the board will conduct a formal vote to ensure that no officer is recommended as best qualified unless he or she receives the recommendation of a majority of the members of the board. Each member has an equal vote in this process. The board's collective judgment is the final determination of an officer's qualifications to meet the Army's needs.

(4) *Phase 4: Identify show cause.*

(a) The board will reconsider the records of those officers identified for possible involuntary separation and identify those officers who, in the opinion of the majority of the board, will be required under AR 600-8-24 to show cause for retention on active duty (chap 2), for elimination proceedings (chap 4), or for separation (chap 5).

(b) Criteria that may merit recommendation to show cause include substandard performance of duty, misconduct, moral or professional dereliction, or actions clearly inconsistent with national security.

b. The board may be tasked to reconsider officers whose records have materially changed as a result of administrative correction or relief granted by HQDA on an appeal, even though these officers have passed beyond their normal period of eligibility.

c. Enrollment in Army War College (AWC) Distance Education Program (DEB) precludes future consideration for SSC attendance.

d. Following SSC deliberations, the board will reconvene as a SSC constructive/equivalent credit board under the provisions of AR 350-1 to consider applications for SSC constructive or equivalent credit. The board will submit a separate report of action taken on each application for constructive or equivalent credit that will include rationale for each decision and will include this information in its AAR. The SSC correspondence courses of the other services will not be considered equivalent or accepted in place of the Army's resident or corresponding studies course. Guidance on receiving constructive or equivalent credit for SSC attendance is as follows:

(1) To receive constructive credit, an officer must—

(a) Be beyond eligibility for selection to SSC (greater than 300 months active Federal commissioned service).

(b) Have demonstrated uniquely distinguishing duty or service that encompasses all of the common subject matter areas as listed in the most current SSC curriculum pamphlet.

(c) Not have failed to complete SSC because of academic or disciplinary reasons.

(d) Not have declined to attend an SSC, resident or nonresident.

(2) To receive equivalent credit, an officer must—

- (a) Be an instructor at the school or college for which credit is requested.
- (b) Have completed all requirements expected of a resident course graduate.

(c) Have been granted "equivalent knowledge" by a school or college commandant for the SSC program for which credit is requested.

D-2. Foreign school selection

The designation of ACC officers to attend foreign schools is advisory only. The DCS, G-1 may make changes to the foreign school slate in the interest of the Army and the individual officers concerned. Selection for foreign schools will not be limited to officers who are foreign area officers (FAOs) (Functional Area (FA) 48). Officers selected will be the best qualified, preferably those who have indicated an interest in the school. If alternates for foreign schools are on the resident principal list, they will be reslated to attend a foreign school in the event of activation. Table D-1 describes these schools.

**Table D-1
Senior service college foreign schools**

| School | Grade | Branch | Language | Course description |
|--|---------------|-----------------------------------|--|---|
| Australian Defence College, Canberra, Australia | COL or LTC(P) | Branch/functional area immaterial | English | The college offers a high level intensive program of studies in national and international affairs. The program is conducted through formal lectures, briefings and group discussions. There is TDY inside and outside of Australia. |
| Canadian Senior Service College, Toronto, Canada | COL or LTC(P) | Branch/functional area immaterial | English | This program consists of two courses: the Advanced Military Studies Course which focuses on the functions of command at the operational level and is intended to prepare officers for the role of sea, land or air component commanders, and also as a contingent commander in case of a coalition operation; and The National Security Studies Course, which prepares officers for the challenges of working at the strategic level in a national headquarters charged with the development, management and implementation of defense and security policy. |
| National Institute for Defense Studies, Tokyo, Japan | COL or LTC(P) | Branch/functional area immaterial | Japanese. Minimum language ability as measured by a 2/2 on the Defense Language Proficiency Test | The Institute offers a study of the fundamentals of national security, economics, science and technology, domestic and international affairs and national security policies. The program is conducted through lectures, joint study groups with subgroup discussions, and joint sessions. |

Table D-1
Senior service college foreign schools—Continued

| School | Grade | Branch | Language | Course description |
|--|---------------|-----------------------------------|--|--|
| Inter-American Defense College, Ft. McNair, DC | COL or LTC(P) | Branch/functional area immaterial | Spanish (preferred) Portuguese acceptable, provided the officer can be provided some Spanish training before attendance. Minimum acceptable language ability as measured by a 2/2 on the Defense Language Proficiency Test | The mission of the college is to instruct military personnel and civilian officials in advanced Inter-American studies. The college instructs students from all American states through a study of the Inter-American system and the political, social, economic and military factors that constitute essential elements for the defense of the hemisphere. |
| Korean National Defense University, Seoul, Korea | COL or LTC(P) | Branch/functional area immaterial | Mastery (2/2 on the Defense Language Proficiency Test) of the Korean language is required. | The college offers a national security program to include national security, defense resource management and information resource management. The mission of the course is to provide education and training in national security affairs, defense resources management for selected leaders from the military, government and civil organizations. Its mission is also to research, analyze and develop various policy proposals related to national security and military affairs. |
| Pakistani National Defense College, Rawalpindi, Pakistan | COL or LTC(P) | Branch/functional area immaterial | English | The college offers a high-level intensive program of studies in national and international affairs. The program is conducted through formal lectures, briefings and group discussions. |
| The Royal College of Defence Studies, London, England | COL or LTC(P) | Branch/functional area immaterial | English | The college offers a high-level, intensive program of studies in the direction and management of defense and security or other related areas of public policy. The program is conducted through formal lectures, briefings, and group discussions. This school is selected for every other year. |
| Swiss International Training Course, Geneva, Switzerland | COL or LTC(P) | Branch/functional area immaterial | English | ITC is designed for civil servants, diplomats, and serving officers of ministries of foreign affairs. The course offers introduction to, and overview of, all aspects of international (particularly European) security policy and arms control which prepares officers to serve as specialists in security or defense policy, in multilateral diplomacy, or in arms control. |

Section II
Intermediate-Level Education

D-3. General procedures

In addition to the usual evaluations listed below, the board may be tasked to consider officers whose records have materially changed as a result of administrative correction or relief granted by HQDA on an appeal, even though these officers have passed beyond their normal period of eligibility.

a. Phase 1: Identify officers fully qualified for selection.

(1) Each board member will evaluate the entire record of each officer and award a numerical score to assess each officer’s potential and identify any officer whose conduct or performance merits consideration for involuntary separation.

(2) The board will produce an OML of all officers by branch/career field.

(3) The board will identify officers who are fully qualified and who are not fully qualified for selection.

(4) The board will set aside for further review the records of officers whose conduct or performance merits consideration for possible involuntary separation.

b. Phase 2: Revalidate deferees.

(1) The board will review files of officers previously selected but deferred from attendance and if applicable, officers selected for promotion to MAJ from BZ. An officer’s record will not be compared with those currently under consideration; the review will be limited to material changes since original selection (for example, a record of punishment under the UCMJ, a letter of reprimand, relief for cause, or a marked decline in performance or potential).

(2) If a material change has occurred, the board will reevaluate the officer and, if warranted, recommend revocation of school selectee status. If selection is revoked, the officer will be considered by future Command and Staff College (intermediate-level education (ILE)) selection boards, provided otherwise eligible.

(3) Upon favorable review, deferred officers will be revalidated and reported in alphabetical order with branch and year group identification.

c. Phase 3: Identify those best qualified for selection.

(1) On the basis of the selection capability, the board will tentatively identify officers from each OML who are best qualified for selection.

(2) At the conclusion of the deliberative process, the board will conduct a formal vote to ensure that no officer is recommended as best qualified unless he or she receives the recommendation of the majority of the members of the board. Each member has an equal vote in this process. The board’s collective judgment is the final determination of an officer’s qualifications to meet the Army’s needs.

d. Phase 4: Identify show cause.

(1) The board will reconsider the records of those officers identified for possible involuntary separation and identify those officers who, in the opinion of the majority of the board, will be required under AR 600-8-24 to show cause for retention on active duty (chap 2), for elimination proceedings (chap 4), or for separation (chap 5).

(2) Criteria that may merit recommendation to show cause include substandard performance of duty, misconduct, moral or professional dereliction, or actions clearly inconsistent with national security.

D-4. Foreign school selection

The designation of ACC officers to attend foreign schools is advisory only. The DCS, G-1 may make changes to the foreign school slate in the interest of the Army and the individual officers concerned. The schools of other nations are shown in table D-2.

Table D-2
Intermediate-level education foreign school selection

| School and attendees allowed | Grade | Branch | Language |
|--|------------|---|------------|
| Argentina: Escuela Superior de Guerra (Higher War College) (2d year) (one principal, two alternates) | CPT(P)/MAJ | Combat Arms & Combat Support Arms (except Chemical Corps) | (2+/2+/2+) |

Table D-2
Intermediate-level education foreign school selection—Continued

| School and attendees allowed | Grade | Branch | Language |
|--|------------|--|--------------------|
| Australia: Command and Staff College (one principal, two alternates) | CPT(P)/MAJ | Immaterial (provided tactically proficient) | English |
| Brazil: Escola de Comando e Estado-Maior do Exercito (2d year) (one principal, two alternates) | CPT(P)/MAJ | Immaterial (Combat Arms preferred) | Portuguese (2/2/2) |
| Canada: Command and Staff College (two principals, four alternates) | CPT(P)/MAJ | Combat Arms (must have commanded a company and have served on brigade or higher staff) | French (2/2/2) |
| France: Ecole Superieur de Guerre (Higher War College) (one principle, two alternates) | CPT(P)/MAJ | Immaterial (Combat Arms preferred, but if not Combat Arms must have solid tactics/operations background) | French (2/2/2) |
| France: Ecole Supeneur de Guerre, Interarmees (Joint Higher War College) (two principals, one alternate) | CPT(P)/MAJ | Immaterial (Combat Arms preferred, but if not Combat Arms must have solid tactics/operations background) | French (2/2/2) |
| Germany: Fuehrungsakademie (one principal, two alternates) | CPT(P)/MAJ | Combat Arms | German (2/2/2) |
| United Kingdom: Army Staff College (three principals, three alternates. No more than one principal and one alternate from any given branch.) | CPT(P)/MAJ | Infantry, Armor, Field Artillery, Air Defense, Aviation, Special Forces, or Combat Engineers (must have recent troop experience and strong operational background) | English |
| Japan: Japanese Ground Self-Defense Staff College (one principal, two alternates) | CPT(P)/MAJ | Immaterial (combat arms preferred but if not Combat Arms must have a strong background in tactics/operations) | Japanese (2/2/2) |
| Italy: Italian Scoula Di Guerra (War College Superior Course) (one principal, two alternates) | CPT(P)/MAJ | Immaterial | Italian (2/2/2) |

D-5. Constructive or equivalent credit

Only those officers in year groups prior to implementation of the Universal Military Education Level-4 ILE may be considered for constructive or equivalent credit. Consider the records and applications of officers who have requested constructive or equivalent credit for ILE attendance. Current Army policy provides for constructive or equivalent credit for ILE attendance as follows:

- a. Constructive credit may be granted in lieu of course attendance, based on duty-assignment history and past academic experiences. Individuals must possess the same skills and qualifications as course graduates.
- b. Equivalent credit may be granted in lieu of course attendance, based on assignment as a course faculty member. Individuals must possess the same skills and qualifications as course graduates.
- c. By DCS, G-1 policy, officers must be beyond the eligibility window to request constructive credit from the ILE board.

Appendix E Command/Key Billet Selection

E-1. General

- a. The projected number of command/key billet vacancies requiring principal selectees is subject to change until the list of recommended officers is announced to the field.
- b. Attendance at an SSC or ILE is not a prerequisite for command/key billet selection.
- c. Those recommended for command must have demonstrated ability to lead and care for Soldiers and must have performed exceptionally well in previous assignments. Where officers have previously commanded, the criterion is how well an officer performed in such command, not the type of unit commanded. All command assignments are important. A table of organization and equipment and tables of distribution and allowances commands carry equal weight.

E-2. Procedures

- a. *Phase 1: Identify officers fully qualified for selection.*
 - (1) Each board member will evaluate the entire record of each officer and award a numerical score to assess each officer's potential and identify any officer whose conduct or performance merits consideration for involuntary separation.
 - (2) The board will produce an OML of all officers for each command/key billet category.
 - (3) The board will identify officers who are fully qualified and who are not fully qualified for selection.
 - (4) The board will set aside for further review the records of officers whose conduct or performance merits consideration for possible involuntary separation.
- b. *Phase 2: Revalidate deferees.*
 - (1) The board will review files of officers previously selected but deferred from command. A deferred officer's record will not be compared with those currently under consideration; the review will be limited to material changes since original selection (for example, a record of punishment under the UCMJ, a letter of reprimand, relief for cause, or a marked decline in performance or potential).
 - (2) If a material change has occurred, the board will reevaluate the file and if warranted, recommend revocation of command-designated status.
 - (3) Upon favorable review, deferred officers will be placed at the top of the OML in alphabetical order in the command/key billet category for which originally selected.
- c. *Phase 3: Identify those best qualified for selection.*
 - (1) On the basis of the projected vacancies by command/key billet category, the board will tentatively identify officers from the OML who are best qualified for selection in each command/key billet category.
 - (2) A principal in one command/key billet category will not be selected as a principal or alternate in any other command/key billet category. However, officers who are not principals may be alternates in more than one command/key billet category. Officers selected as alternates in more than one command/key billet category will be removed from other alternate command/key billet categories if activated as a principal.
 - (3) At the conclusion of the deliberative process, the board will conduct a formal vote to ensure that no officer is recommended as best qualified unless he or she receives the recommendation of the majority of

the members of the board. Each member has an equal vote in this process. The board's collective judgment is the final determination of an officer's qualifications to meet the Army's needs.

d. Phase 4: Identify show cause.

(1) The board will reconsider the records of those officers identified for possible involuntary separation and identify those officers who, in the opinion of the majority of the board, will be required AR 600-8-24 to show cause for retention on active duty (chap 2), for elimination proceedings (chap 4), or for separation (chap 5).

(2) Criteria that may merit recommendation to show cause include substandard performance of duty, misconduct, moral or professional dereliction, or actions clearly inconsistent with national security.

E-3. U.S. Army Training and Doctrine Command Systems Manager

a. General administration and board functions for the U.S. Army Training and Doctrine Command (TRADOC) Systems Manager (TSM) selection will parallel the command selection process. AAC officers are not eligible for consideration. An officer will not be selected as a principal for both command and TSM; however, an officer may be selected as an alternate for both command and TSM.

b. The Commanding General, TRADOC charters TSMs for systems management of high-priority materiel systems. The TSM will ensure that the user's requirements for materiel systems are stated and met. This requires field experience, tactical knowledge, and understanding Soldiers in the field who will use the materiel system.

Appendix F Product/Project Manager and Acquisition Key Billet Selection

F-1. General

a. Except as required in this memorandum or a board memorandum of instruction (MOI) specific to a selection board, selections will be made without regard to military or civilian status. This open selection process will be conducted to ensure compliance with language in 10 USC 1722(d): "The Secretary of Defense shall ensure that the policies established under this chapter are designed to provide for the selection of the best qualified individual for a position, consistent with other applicable law." It is extremely important that the Army maintain viable career paths for all AAC members.

b. It will be noted that, because military and civilian career patterns and management systems differ, their experiences and records also differ. For these reasons, each candidate's file will be reviewed on its own individual merit. The projected number of vacancies requiring principal selectees is subject to change until the list of recommended officers and civilians is announced to the field. Additionally, the DCS, G-1, or a designee, usually the DMPM, may increase or decrease the number of candidates to be selected and may increase or decrease skill or specialty selection requirements.

c. Branch, area of concentration, and functional area requirements of the Army's materiel acquisition programs will vary. Initial selection efforts will be independent of these considerations. Emphasis will be on selecting the best officers and civilians to serve as PMs and in key billets.

d. Undue value will not be placed upon program office experience over other positions of significant responsibility such as contracting, testing, system evaluation, combat developments, and those that provide equally qualifying experience for selection as a PM. Leadership skills, performance, potential, experience, education and training will all be considered.

e. Attendance at a SSC is not a prerequisite for product/project manager or acquisition key billet selection.

f. All eligible Army Medical Department (AMEDD) officers who have met the requirements of 10 USC 1732 for membership in the Acquisition Corps may be considered for the acquisition key billet and project management positions specifically identified by The Surgeon General and approved by the Assistant Secretary of the Army for Acquisition, Logistics and Technology, unless they have declined consideration.

g. The Civilian Evaluation System will use the following criteria:

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(1) Board members must understand and accept that the military and civilian evaluation/rating systems are different. It is likely that the senior rater's profile distribution on the Senior Rater Potential Evaluation (SRPE) and/or evaluations may be clustered in the top two overall potential ratings (or may not exist at all). Civilian candidates will not be disadvantaged merely because they were rated under these circumstances, and the board must pay close attention to the narrative.

(2) Board members will consider all of the types of evaluations together. When evaluating civilian applications, board members will focus on demonstrated performance and senior raters' assessments of comparative peer ranking of their leadership potential necessary to perform successfully in positions that demand greater accountability and responsibility.

(3) Some civilian members of the Army Acquisition and Technology Workforce currently receive an annual performance appraisal based solely on demonstrated performance (or contribution if participating in a personnel demonstration project) during the specific evaluation period. Others are rated under the Total Army Performance Evaluation Systems, which is based on negotiated standards established between the rater and the employee. Not all Total Army Performance Evaluation Systems evaluations will contain senior rater evaluator comments, and individuals rated under the "Demo" project will not have senior rater comments at all. On the other hand, the annual performance appraisals of military personnel include a senior rater evaluation that addresses demonstrated potential for future advancement as well as performance. Because of this inconsistency, the AAC obtained approval to use, on a test basis, a SRPE. Consequently, board members will find different types of evaluations in the application files of civilian candidates: Annual performance and contribution ratings may consist of—

(a) Total Army Performance Evaluation System evaluations on DA Form 7222 (Senior System Civilian Evaluation Report) dated May 1993 and dated August 1998. The board must be aware that there will be two different versions of the Total Army Performance Evaluation System civilian evaluation forms found within the civilian files—DA Form 7222, dated May 1993, and the updated DA Form 7222, dated August 1998. DA Form 7222 dated May 1993 contains Army values that were identical to those values used to evaluate military officers on the OER form: loyalty, duty, respect, selfless service, honor, integrity, and personal courage. Whereas the military values are contained in a single category, the civilian values were as follows:

1. Personal values of commitment, competence, candor, and courage.
2. Army Ethic, which comprises loyalty, duty, selfless service, and integrity.

(b) Applicable demonstration project unique contribution and performance appraisals.

(c) SPRE. The SRPE assesses leadership potential of a civilian employee in a method similar to the OER evaluation of a military officer's leadership potential. The SRPE assesses individuals' strengths and weaknesses and then ranks each individual in comparison with his/her peer group. The board may encounter several different versions of the SRPE as it has evolved to its current state similar to the senior rater portion of the OER. Additionally, board members may find from one to several SRPEs in any civilian's file covering a range of dates that may or may not be from concurrent years. The AAC SRPE for civilians is taken from the OER and assesses the applicant's leadership actions. Board members are reminded that SRPE profiles are not currently tracked for civilian members of the workforce and SRPEs are not prepared for all individuals in the workforce. Individual files containing more than one SRPE indicate that individual has applied for more than one board over the years. The following nine managerial competencies on the SRPE are taken from an Office of Personnel Management (OPM) study on Federal executives, managers, and supervisors: Oral Communication, Written Communication, Problem Solving, Leadership, Interpersonal Skills, Self-Direction, Flexibility, Decisiveness, and Technical Competence.

h. The resume is crucial in portraying the civilian candidate's image as a potential acquisition leader equipped to manage effectively the human and fiscal resources, materials, and project milestones entrusted to them. The resume is the candidate's opportunity to highlight work experiences, skills, accomplishments, and recognition that are key indicators to their preparation and success as a functional acquisition leader.

i. Prior to the board, members will be given an approved briefing regarding the content of civilian

personnel files. A copy of the briefing will be provided to each member of the board and made part of the board's record.

j. Federal personnel management merit system principles applicable to the selection, advancement, and fair and equitable treatment of civilian employees and applicants are prescribed in 5 USC 2301(b)(1) and (2). The decisions of the board will be weighed in the same terms with the following considerations:

(1) The standards for military bearing and physical fitness will not be applied to civilians under consideration.

(2) DA Pam 600-3 career path guidelines do not apply to civilians. Civilian career development guidelines are found in extracts from DA Pam 70-3 and current career management guidelines from the Acquisition Support Center.

(3) The board must be aware that evidence of many of the attributes identified in this DA memo framework may be difficult to identify in civilian records (for example, concern for Soldiers and families, integrity and character). The board must not construe the absence of remarks on these attributes as indicators that the individual has not displayed such characteristics.

F-2. Project manager selection (military and civilian)

a. All AAC civilian applicants will be considered for all positions not reserved for "military only fill." The following general procedures will be used for PM selection.

(1) *Phase 1: Identify officers/civilians fully qualified for selection.*

(a) Each board member will evaluate the entire record of each candidate and award a numerical score to assess each officer/civilian's potential and identify any officer whose conduct or performance merits consideration for involuntary separation.

(b) The board will produce an OML of all officers/civilians for each category.

(c) The board will identify officers/civilians who are fully qualified and who are not fully qualified for selection.

(d) The board will set aside for further review the records of officers whose conduct or performance merits consideration for possible involuntary separation.

(2) *Phase 2: Revalidate Deferees.*

(a) The board will review files of candidates previously selected but deferred from command or PM. A deferred candidate's record will not be compared with those currently under consideration; the review will be limited to material changes since original selection (for example, a record of punishment under the UCMJ, a letter of reprimand, relief for cause, or a marked decline in performance or potential).

(b) If a material change has occurred, the board will reevaluate the file and, if warranted, recommend revocation of command-designated status.

(c) Upon favorable review, deferred officers will be placed at the top of the OML in alphabetical order in the category for which originally selected.

(3) *Phase 3: Identify those best qualified for selection.*

(a) On the basis of the projected vacancies by category, the board will tentatively identify officers/civilians from the OML who are best qualified for selection in each category.

(b) A principal in one category will not be selected as a principal or alternate in any other category. However, officers/civilians who are not principals may be alternates in more than one category. Officers/civilians selected as alternates in more than one category will be removed from other alternate categories if activated as a principal.

(c) At the conclusion of the deliberative process, the board will conduct a formal vote to ensure that no officer/civilian is recommended as best qualified unless he or she receives the recommendation of the majority of the members of the board. Each member has an equal vote in this process. The board's collective judgment is the final determination of a candidate's qualifications to meet the Army's needs.

(4) *Phase 4: Identify show cause (military only),*

(a) The board will reconsider the records of those officers identified for possible involuntary separation and identify those officers who, in the opinion of the majority of the board, will be required

under AR 600-8-24 to show cause for retention on active duty (chap 2), for elimination proceedings (chap 4), or for separation (chapter 5).

(b) Criteria that may merit recommendation to show cause include substandard performance of duty, misconduct, moral or professional dereliction, or actions clearly inconsistent with national security.

b. The board will produce the rosters listed below. These attest rosters supplement appendix I, section 6, of this memo.

(1) Order of Merit listing principal selectees.

(2) Alpha roster listing principal selectees (include recommended category slating (project manager, contracting command, T&E command)).

(3) Order of Merit listing of alternate selectees.

(4) Alpha roster listing of alternate selectees.

(5) Alpha roster principal/alternate/deferred listing of selectees.

(6) Not Fully Qualified attest roster for military candidates.

(7) Not Fully Qualified attest roster for civilian candidates.

(8) Show Cause attest roster for military candidates.

F-3. Acquisition key billet selections (military only)

All eligible AAC officers will be considered for all acquisition key billets and project management positions unless they decline consideration. In the event of declination, the officer will be deleted, without prejudice, from the considered population. The following general procedures will be used for acquisition key billet selection:

a. *Phase 1: Identify officers fully qualified for selection.*

(1) Each board member will evaluate the entire record of each officer and award a numerical score to assess each officer's potential and identify any officer whose conduct or performance merits consideration for involuntary separation.

(2) The board will produce an OML of all officers for each key billet category.

(3) The board will identify officers who are fully qualified and who are not fully qualified for selection.

(4) The board will set aside for further review the records of officers whose conduct or performance merits consideration for possible involuntary separation.

b. *Phase 2: Revalidate Deferees.*

(1) The board will review files of officers previously selected but deferred from command. A deferred officer's record with those currently under consideration; the review will be limited to material changes since original selection (for example, a record of punishment under the UCMJ, a letter of reprimand, relief for cause, or a marked decline in performance or potential).

(2) If a material change has occurred, the file will be reevaluated and, if warranted, revocation of command-designated status will be recommended.

(3) Upon favorable review, deferred officers will be placed at the top of the OML in alphabetical order in the key billet category for which originally selected.

c. *Phase 3: Identify those best qualified for selection.*

(1) On the basis of the projected vacancies by key billet category, the board will tentatively identify officers from the OML who are best qualified for selection in each key billet category.

(2) The board will not select a principal in one key billet category as a principal or alternate in any other key billet category. However, officers who are not principals may be alternates in more than one key billet category. Officers selected as alternates in more than one key billet category will be removed from other alternate key billet categories if activated as a principal.

(3) At the conclusion of the deliberative process, the board will conduct a formal vote to ensure that no officer is recommended as best qualified unless he or she receives the recommendation of the majority of the members of the board. Each member has an equal vote in this process. The board's collective judgment is the final determination of an officer's qualifications to meet the Army's needs.

d. Phase 4: Identify show cause.

(1) The board will reconsider the records of those officers identified for possible involuntary separation and identify those officers who, in the opinion of the majority of the board, will be required under AR 600-8-24 to show cause for retention on active duty (chap 2), for elimination proceedings (chap 4), or for separation (chap 5).

(2) Criteria that may merit recommendation to show cause include substandard performance of duty, misconduct, moral or professional dereliction, or actions clearly inconsistent with national security.

Appendix G Retirement, Retention, and Separation

Section I Selective Early Retirement

G-1. General

a. The SERB is a difficult board because of the number of fine officers who must be retired early. Early retirement will be recommended for the number of officers specified whose potential for future contribution to the Army is, in the judgment of the majority of members of the board, less than that of their contemporaries. Length of service will not be a factor it will not be presumed that senior officers are less successful or that junior officers are inexperienced.

b. The board will not consider records of officers who have either voluntary or mandatory retirement dates approved, prior to the board's convene date, for either the same fiscal year the SERB is conducted or the fiscal year following the board's convene date. In compliance with law, the DCS, G-1 or a designee, normally the DMPM, must remove from consideration officers whose retirement requests were approved after the established cutoff date through the day prior to the board's convene date. This may result in a reduction of the final number to be recommended for early retirement as late arriving retirements are approved prior to the board convene date but, because of administrative processing, not provided to the board until after the convene date.

c. The DCS, G-1 or a designee may reduce the number to be selected for early retirement and adjust career field or skill selection guidance before recess to reflect changes in the considered population or strength requirements in a particular career field or skill.

d. Officers may write the board president requesting selection for early retirement. Because officers approved for early retirement normally retire at the pay grade of their current rank, selection may be in their best personal interest. Volunteers will normally be selected for early retirement; however, requests must be tempered with the needs of the Army.

e. Normally, an officer's service will be characterized as honorable when identified for selective early retirement and retirement will be in the highest grade held. However, if there is a substantial question whether service in the highest grade held was satisfactory, the board will recommend that the officer's file be submitted to the Army Grade Determination Board.

f. In this appendix, the term selective early retirement also applies to WOs selected for REFRAD.

g. Restricted file criteria are explained below.

(1) Only those restricted file documents listed below that are accurate, relevant, and complete may be considered by the board.

(a) Article 15 or other UCMJ actions received as an enlisted member or as an officer that have not been set aside by proper authority. However, punishment under Article 15 or other UCMJ actions in a Soldier's early career (specialist/corporal and below with fewer than 3 years of service) will not be considered in deliberation.

(b) DA Suitability Evaluation Board (DASEB) filing of unfavorable information.

(c) Promotion list removal documents when the officer is removed from the list.

(d) Punitive or administrative letters of reprimand, admonition, or censure.

(2) The board will use this information as only one of the factors considered in making recommendations. When considering information on the restricted file, the board must recognize that it was placed on the restricted file by competent authority for a specific reason.

(3) The restricted files of the officers being considered have been carefully screened to ensure that certain matters retained on the restricted file for historical record purposes only have been temporarily masked. Such matters include OERs that have been determined to be unjust or erroneous in whole or part, corrective actions taken by the Army Board for Correction of Military Records (ABCMR) or a Federal District Court, and so forth. Because these historical records reflect actions determined to be unjust or erroneous, they may form no part of the board's evaluation. Moreover, the board will draw no inference from the presence or number of "masked" areas on a document. "Masked" areas can result from a number of administrative reasons that do not relate to the individual officer.

(4) The DCS, G-1 or a designee will ensure that a careful screen is conducted prior to placing the restricted file before the board. Any restricted file seen by the board will be retained as part of the board record for those officers recommended for early retirement.

G-2. Officers to be retired only for compelling manpower reasons

a. Although an officer is recommended for retirement, the board may determine that unique characteristics of the officer warrant the attention of the SA. The officers who possess these unique characteristics will be identified as "officers to be retired only for compelling manpower reasons." Such identification will not remove an officer from the list of officers recommended for selective early retirement.

b. The board will review the following to determine if an officer both meets the criteria and will be subject to mandatory retirement only for compelling manpower reasons. The OMPF or correspondence addressed to the board president will be used to determine eligibility.

(1) *Category 1—Critical or sensitive national or international positions.* The officer occupies a position of national or international significance and the unprogrammed loss will result in an unacceptable degradation in mission accomplishment of the unit or agency to which the officer is assigned.

(2) *Category 2—Extraordinary service to the nation.* The officer's service to the nation is characterized by extraordinary heroism or extreme personal sacrifice, such as being a recipient of the Medal of Honor, Distinguished Service Cross, or equivalent, or having been held in captivity as a result of hostile action directed at the United States or its allies.

(3) *Category 3—Unique skills or qualifications.* The officer's long and distinguished service, professional experience, Army-directed education and training, and demonstrated personal skills are extraordinarily unique and not readily available elsewhere in the Army.

(4) *Category 4—Documented personal or family hardships or situations that require humanitarian action.* The officer has existing or potential individual or family member hardship, supported by relevant documentation that can be corrected or avoided only by retention on active duty. Note whether the hardship is fully documented in the AAR.

c. The conclusion that an officer is fully qualified for retention and has potential for future service will not, in and of itself, be a basis for recommending an officer to be subject to mandatory retirement only for compelling manpower reasons.

G-3. Goals and requirements

The board will strive to meet the established goals and meet all career field or skill selection requirements and goals, where, in the opinion of a majority of the board members, there are sufficient fully qualified officers in these career fields or skills in the zone of consideration.

G-4. General procedures

a. *Phase 1: Establish an OML.*

(1) Each board member will evaluate the entire record of each officer and award a numerical score to assess each officer's potential for further service.

(2) The board will produce an OML of all officers without specific regard to career field and skill. In the OML, officers who are better qualified for retention will rank above those who are less qualified or who should be recommended for retirement.

(3) The board will tentatively identify officers to be recommended for selective early retirement based on the number (optimum for ACC) specified.

b. Phase 2: Identify officers fully qualified in career fields or skills identified as required.

(1) For the ACC and special branches, the board will identify officers fully qualified in career fields or skills identified as requirements.

(a) For each career field or skill identified as a requirement, the board will identify officers who hold that career field or skill and array their names on an OML for each career field and skill. Each officer's position on this OML will be based on the score received in the phase 1 vote, as modified by any action under phase 2.

(b) In the majority opinion, the board will identify those officers on each list who are not fully qualified to meet the skill needs in that particular career field or skill. Any officer deemed to be not fully qualified in a particular career field or skill will not be retained, by action in phase 4, to meet that career field or skill requirement.

(2) For WOs, the board will identify WOs in their primary MOS who will be recommended for selective retirement in the MOSs identified and—

(a) Ensure that MOS ceilings are not exceeded.

(b) For an MOS specified as exceeding the MOS ceiling, a selective retirement OML will be established for those WOs who hold that MOS as their primary MOS. Once placed on a selective retirement OML, WOs are identified for selective retirement until the targeted number is equal to the stated number for each MOS.

(c) Reconstitute the list of WOs recommended for selective early retirement by adding to the list, in reverse order of merit, officers whose recommendation for selective retirement would not exceed the ceiling for any MOS identified and whose relative standing on the OML is lower than other WOs whose recommendation would not exceed the ceiling for any MOS specified.

c. Phase 3: Identify officers who are to be recommended for selective early retirement.

(1) From the phase 2 OML, tentatively identify officers who are to be recommended for selective early retirement based on the number (optimum for ACC) stipulated and evaluate whether the skill or career field requirements have been met.

(2) (For the ACC only) If, and only if, the optimum number of selections has been met and career field or skill selection requirements have not been met, remove fully qualified officers in the appropriate career fields or skills from the tentative selection list to satisfy the requirements for retention of officers in a specific career field or skill. The board will continue this process until all career field or skill requirements are satisfied, no additional officers fully qualified in the required career field or skill remain, or the minimum selection capability is reached.

(3) If the selection capability (minimum for the ACC) is met before career field or skill selection requirements have been met, remove fully qualified officers in the appropriate career fields or skills from the tentative recommendation for selective early retirement and add officers who were not on the tentative recommended list for early retirement who do not fill a requirement for retention of the officer in a specific career field or skill. Officers will be added to the selective early retirement list in reverse order of merit until all career field or skill selection requirements are satisfied or until no more officers who are considered fully qualified to serve in the respective career fields or skills remain in the zone.

(4) Ensure that the list of officers tentatively recommended for selective early retirement contains the number specified. This recommended list will be used for the formal vote of the board.

(5) If the board receives additional information concerning an officer under consideration, revote the officer's file, if desired, and, if necessary, adjust the final OML and the selection list.

(6) At the conclusion of the deliberative process, conduct a formal vote to ensure that no officer is

recommended for early retirement unless he or she receives the recommendation of the majority of the members of the board. Each member has an equal vote in this process and will—

- (a) Ensure that the number recommended for early retirement complies with that specified.
- (b) Identify those officers who will be mandatorily retired only for compelling manpower reasons.

Section II Reduction in Force

G-5. General

a. The RIF board is a difficult board because of the number of fine officers who must be involuntarily separated. The board will recommend for involuntary separation the number of officers specified whose potential for future contribution to the Army is, in the judgment of the majority of members of the board, less than that of their contemporaries. Length of service should not be a factor.

b. Restricted file criteria include the following:

(1) Only those restricted file documents listed below that are accurate, relevant, and complete may be considered by the board.

(a) Article 15 or other UCMJ actions received as an enlisted member or as an officer that have not been set aside by proper authority. However, punishment under Article 15 or other UCMJ actions in a Soldier's early career (specialist/corporal and below with fewer than 3 years of service) will not be considered in deliberation.

(b) DASEB filing of unfavorable information.

(c) Promotion list removal documents when the officer is removed from the list.

(d) Punitive or administrative letters of reprimand, admonition, or censure.

(2) The board will use this information as only one of the factors considered in making recommendations. When considering information on the restricted file, the board must recognize that it was placed on the restricted file by competent authority for a specific reason.

(3) The restricted file of the officers being considered have been carefully screened to ensure that certain matters retained on the restricted file for historical record purposes only have been temporarily masked. Such matters include OERs that have been determined to be unjust or erroneous in whole or part, corrective actions taken by the ABCMR or a Federal District Court, and so forth. Because these historical records reflect actions determined to be unjust or erroneous, they may form no part of the board's evaluation. Moreover, the board will draw no inference from the presence or number of "masked" areas on a document. "Masked" areas can result from a number of administrative reasons that do not relate to the individual officer.

(4) The DCS, G-1 or a designee, normally the DMPM, will ensure that a careful screen is conducted prior to placing the restricted file before the board. Any restricted file seen by the board will be retained as part of the board record for those officers recommended for early retirement.

c. This board will be convened under the authorities of AR 600-8-24, paragraph 2-31s, 10 USC 638a(b)(4), and 10 USC 12313 to permit the consideration of Active Army and other than Active Army officers for involuntary separation from active duty.

d. Officers with approved separations have been excluded from the zone of consideration. To maximize voluntary separations, the DCS, G-1 or a designee may remove from consideration officers whose separation requests were approved after the established cutoff date through the day prior to the board's convene date. This may result in reduction of the final number to be recommended for involuntary separation as late arriving separation requests are approved prior to the board convene date.

e. Numerous factors can affect the considered population, a particular career field or skill, or the number to be recommended for involuntary separation. The DCS, G-1 or a designee may reduce or increase the number to be recommended for involuntary separation and adjust career field or skill selection guidance before recess. Bases for increasing the number of officers to be recommended for involuntary separation include the direction of the President or the senior civilian leadership of DOD to accelerate the pace or

increase the size of the drawdown or continuing restraints on the ability of the Army leadership to approve voluntary separation requests of officers who have remaining active duty service obligations and request waiver of their remaining active duty service obligation and reduction or elimination of the requirement for reimbursement. Bases for reducing the number of officers to be recommended for involuntary separation include additional voluntary separations approved in the period immediately prior to the convene date of the board, unforeseen contingencies that increase the Army's officer requirements, or other factors that remove officers from the population under consideration.

f. (For the ACC) If necessary, and only to the extent necessary to meet career field and skill requirements, the board will reduce the number to be recommended for involuntary separation to any number equal to or greater than the minimum number specified. If career field or skill selection requirements still exist after identifying the minimum number of officers for involuntary separation, the board will replace, to the minimum extent necessary, officers who do not possess the relevant career field or skill not initially selected for involuntary separation with officers with the relevant career field or skill who were initially selected for involuntary separation, in the reverse order in which officers appear on the tentative OML established by the board.

G-6. Officers to be involuntarily separated only for compelling manpower reasons

a. Although an officer is recommended for involuntary separation, the board may determine that unique characteristics of the officer warrant the attention of the SA. The officers who possess these unique characteristics will be identified as "officers to be separated only for compelling manpower reasons." Such identification will not remove an officer from the list of officers recommended for involuntary separation.

b. The board will review the following to determine if an officer both meets the criteria and should be involuntarily separated only for compelling manpower reasons. The board will use the OMPF or correspondence addressed to the board president to determine eligibility.

(1) *Category 1—Critical or sensitive national or international positions.* The officer occupies a position of national or international significance and the unprogrammed loss will result in an unacceptable degradation in mission accomplishment of the unit or agency to which the officer is assigned.

(2) *Category 2—Extraordinary service to the nation.* The officer's service to the nation is characterized by extraordinary heroism or extreme personal sacrifice, such as being a recipient of the Medal of Honor, Distinguished Service Cross, or equivalent, or having been held in captivity as a result of hostile action directed at the United States or its allies.

(3) *Category 3—Unique skills or qualifications.* The officer's long and distinguished service, professional experience, Army-directed education and training, and demonstrated personal skills are extraordinarily unique and not readily available elsewhere in the Army.

(4) *Category 4—Documented personal or family hardships or situations that require humanitarian action.* The officer has existing or potential individual or family member hardship, supported by relevant documentation that can be corrected or avoided only by retention on active duty. Note whether the hardship is fully documented in the AAR.

c. The conclusion that an officer is fully qualified for retention and has the potential for future service will not, in and of itself, be a basis for recommending an officer be involuntarily separated only for compelling manpower reasons.

G-7. Officers recommended for involuntary separation

By law, the number of Active Army officers recommended for involuntary separation may not be more than 30 percent of the number of Active Army officers considered. Army policy is that Active Army and other than Active Army officers will be selected on the basis of merit, without consideration of component or source of commission.

G-8. Requirements

The officer will meet all career field and skill selection requirements if sufficient numbers whom a majority

of the board members consider to be fully qualified in these career fields or skills exist in the zone of consideration.

G-9. General procedures

a. Phase 1: Establish the OML.

(1) Each board member will evaluate the entire record of each officer and award a numerical score to assess each officer's potential for further service.

(2) The board will produce an OML of all officers in the zone of consideration. In the OML, officers who are better qualified for retention will rank above those who are less qualified.

(3) The board will tentatively identify officers who would be recommended for involuntary separation based on the number (optimum for ACC) specified.

b. Phase 2: Identify officers fully qualified in career fields or skills identified as requirements.

(1) For each career field or skill identified as a requirement, the board will identify officers who hold that career field or skill and array their names on an OML for each career field and skill. The officer's position on this OML will be based on the score received in the phase 1 vote.

(2) The board will identify officers on each list who, in the majority opinion, are not fully qualified to meet the skill needs in that particular career field or skill. Any officer determined to be not fully qualified in a particular career field or skill will not be retained to meet that career field or skill requirement.

(3) If, and only if, the number (optimum for ACC) of selections has been met and career field and skill selection requirements have not been met, then the board will remove fully qualified officers in the appropriate career fields or skills from the tentative selection list to satisfy the requirements for retention of officers in a specific career field or skill. The board will continue this process until all career field or skill requirements are satisfied, no additional officers fully qualified in the required career field or skill remain, or the selection capability (minimum for ACC) is reached.

(4) If the selection capability (minimum for ACC) is met before career field or skill selection requirements have been met, the board will remove fully qualified officers in the appropriate career fields or skills from the tentative recommendation for involuntary separation and add officers who were not on the tentative recommended list for involuntary separation who do not fill a requirement for retention of the officer in a specific career field or skill. Officers will be added to the involuntary separation list in the reverse order of merit until all career field and skill selection requirements are satisfied or until no more officers who are considered fully qualified to serve in the respective career field or skill remain in the zone.

c. Phase 3: Identify officers to meet Active Army/OTRA guidance.

(1) From the phase 2 OML, the board will identify officers to be recommended for involuntary separation based upon the numbers stipulated.

(2) The board will review the OML to determine whether the number of Active Army officers tentatively recommended for involuntary separation exceeds 30 percent of the total number of Active Army officers considered. If the number of Active Army officers tentatively recommended for involuntary separation exceeds 30 percent of the total number of Active Army officers considered, the board will remove, in order of merit, a sufficient number of Active Army officers from the tentative recommended list for involuntary separation to ensure that the total number of Active Army officers recommended does not exceed 30 percent of the total number of Active Army officers considered. The name of each other than Active Army officer whose numerical evaluation score is equal to or greater than the highest numerical score of any Active Army officer so removed from the tentative recommended list for involuntary separation will also be removed from the tentative recommended list for involuntary separation.

(3) The board will ensure that the list of officers tentatively recommended for involuntary separation contains the number specified minus any Active Army and possibly other than Active Army officers removed in accordance with procedures outlined above.

d. Phase 4: Identify officers who are to be recommended for involuntary separation.

(1) The board will ensure that the list of officers tentatively recommended for involuntary separation

contains the number specified minus those officers removed in accordance with phase 3. This recommended list will be used for the final formal vote of the board.

(2) If additional information concerning an officer under consideration is received, the board will revoke the officer's file, if desired, and if necessary, adjust the final OML and the selection list.

(3) At the conclusion of the deliberation process, the board will conduct a formal vote to ensure that no officer is recommended for involuntary separation unless he or she receives the recommendation of the majority of the members of the board. Each member has an equal vote in this process.

(a) The board will ensure that the number recommended for involuntary separation complies with that specified minus those officers removed in accordance with phase 3.

(b) The board will identify those officers who will be involuntarily separated only for compelling manpower reasons.

Section III Lieutenant Retention Board

The lieutenant retention board is held in conjunction with the captain Army promotion board. All officers in the zone of consideration will be considered for retention on active duty in Active Army probationary or voluntary indefinite (VI) status.

G-10. Active Army probationary and voluntary indefinite status selection capability

a. The board will consider for retention on active duty in Active Army probationary or VI status all officers determined to be fully qualified for promotion and not previously considered for retention by a lieutenant retention board. All recommended for promotion will be recommended for retention.

b. Additional officers may be recommended for retention that were not recommended for promotion. This number may not be greater than 10 percent of the number recommended for promotion and will include any file the board deems insufficient to permit an evaluation of potential for retention. These files will be deferred for consideration by the next regularly scheduled retention selection board. The remaining officers not recommended for promotion and not recommended for retention on active duty will separate (assuming, in the case of Active Army officers, that they have not completed 5 years of active commissioned service by date of separation).

G-11. Eligible Active Army and other than Active Army officers

During the third phase of the captain promotion procedures, the board will recommend those eligible Active Army/other than Active Army officers for retention on active duty in Active Army probationary or VI status as appropriate.

a. The board will review the relative standing score of eligible Active Army/other than Active Army officers considered for promotion to captain, and will consider those whose relative standing score places them among officers tentatively recommended for promotion as qualified for continued Active Army probationary and VI status.

b. An additional number of officers may be recommended for continued probationary or VI status from those not tentatively recommended for promotion provided all selected officers have been determined fully qualified for promotion to CPT. This number may not be greater than 10 percent of the number recommended for promotion and will include any officer whose file is deemed insufficient to permit an evaluation of potential for retention.

c. The board will identify files deemed insufficient to permit an evaluation of potential for retention. These files will be deferred for retention consideration until the next regularly scheduled CPT promotion/retention selection board. Normally, a file containing one OER will be sufficient to permit evaluation.

d. The remaining officers not recommended for promotion whose file contains sufficient information for a retention determination will not be recommended for retention in Active Army probationary or VI status.

Appendix H Officer Personnel Management

H-1. The Officer Personnel Management System

Each career field in the ACC places unique demands on the officer corps and serves an important Army need. Members of selection boards must recognize and guard against the danger of favorably considering officers in their own image. Board selections will reflect the philosophy of the OPMS as approved by the Chief of Staff, Army (CSA) and the SA. Therefore, board members considering ACC officers must be familiar with the contents of DA Pam 600-3, which explains appropriate career development paths by branch and functional area. Board members must also care fully consider the following situations:

a. Special skills and training. Many qualified officers, because of their unique and special skills, have successfully completed extensive periods of Army-directed training or education and have repeatedly served in one area, although not single tracked. The board should carefully consider these officers to meet the Army's critical requirements for Foreign Area Officers (FAOs), aviators, Reserve Officers Training Corps (ROTC) and service school instructors, Permanent Associate Professors (PAPs) at the United States Military Academy (USMA), astronauts, research and development specialists, procurement officers, scientists, and officers who have received a doctorate degree.

b. Joint duty assignments.

(1) The Army's ability to coordinate operations with the other Services is vital to our war-fighting capability. As such, board members will give appropriate consideration to the performance of officers who are serving or have served in such assignments.

(2) The Army is firmly committed to placing our best officers in joint duty assignments. If high quality officers are being assigned to joint duty assignments, then their selection rate for favorable actions should reflect this quality. The board is, in effect, a barometer for how well the Army is keeping its commitment to quality in making joint duty assignments.

c. AAC.

(1) The Army established the AAC as part of a congressionally mandated DOD program to develop a dedicated nucleus of specialists in Systems development, automation, and procurement. Officers participating in this skill area carry functional area 51 with areas of concentration (AOC) of research, development and acquisition, systems automation, or contracting and the additional skill identifier 4Z or 4M.

(2) To acquire these skill designations, AAC officers must pursue a nontraditional career path. Such officers may be required to forego battalion- and brigade-level command, may complete extensive advanced civil schooling, and participate in the Training With Industry program. Therefore, after accession into the AAC, officers may spend time only in branch-related acquisition assignments rather than traditional branch assignments.

(3) Officers who are FA51S doctoral candidates (uniformed Army scientists and engineers) have been selected to pursue a science or engineering doctorate. Doctoral candidates are highly qualified and have academic programs that place them in a career path that is sometimes different from mainstream Army officers who serve in operational assignments. These officers spend up to 3 years in full time schooling and up to an additional 2 years completing their dissertation, depending on the field of study. Depending on when the officer is selected for the doctoral program, these same years may be when an officer would be in traditional branch qualifying assignments or their equivalent for acquisition officers. The board must recognize the unique situation of these officers and exercise appropriate consideration, not penalizing officers whom the Army has encouraged to pursue this extremely narrow and specialized track. The board must strive to capitalize on the significant investment made by these officers. These officers are critical to developing the weapons systems of the future Army, and are essential to inserting new technological capabilities into current platforms.

d. ROTC duty. Professors of military science and assistant professors of military science are responsible for the effectiveness of individual ROTC battalions. Assignment to ROTC duty is highly competitive. Officers are selected either by a centralized board (professor of military science) or through a general officer

nomination selection process (assistant professor of military science). In addition to the training, teaching, and coaching skills required, the officer assigned to ROTC duty must be proficient in marketing, advertising, and recruiting. The board must carefully evaluate the files of these officers and give them appropriate consideration.

e. PAPs. PAPs are essential to the USMA. These officers provide the leadership, both military and academic, to junior officers who also serve on the USMA faculty and then return to other duties elsewhere in the Army. The rigorous selection process requires PAPs to have solid academic credentials and outstanding records of military performance. Following the selection process, an officer may be required to complete his or her current assignment prior to attending 2 to 3 years of advanced civil schooling for a doctorate and assignment as a PAP to USMA. PAPs normally remain on the USMA faculty until retirement and follow a career pattern that is necessarily skewed toward academics and teaching. Therefore, these officers must not be compared directly with contemporaries who followed more traditional career patterns.

f. Academy professors (USMA (FA47)). These officers are essential to the USMA mission and provide the leadership, both military and academic, to the Corps of Cadets and junior officers who also serve on the USMA faculty and then return to other duties elsewhere in the Army. They also provide the leadership and long-term stability of the academic program at USMA, ensuring consistency with and relevancy to the needs of the Army. The rigorous Armywide selection process requires Academy professors to have outstanding records of military performance and solid academic credentials. Academy professors normally remain on the USMA faculty until retirement and follow a career pattern that is necessarily skewed toward academics, teaching, and research. In addition, these officers also continue to make important contributions to the Army through such activities as service with Army laboratories; consultation with DA, Joint Chiefs of Staff, and DOD agencies related to their academic and military expertise; and special duty with units in the field Army. Finally, these officers, once selected to be Academy professors, are not considered for selection by Army competitive boards for either LTC-level command or attendance at senior service schools.

g. Army War College Tenured Faculty Program. A small number of officers with exceptional or unique talents, experience or credentials are granted tenure on the AWC faculty, normally until retirement. These officers are exempt from permanent change of station consideration and could remain on the AWC faculty for up to 8 years. A similar program exists for permanent staff positions at USMA. These officers occupy positions which require an exceptional degree of continuity and expertise in long-range planning. Such AWC and USMA officers have atypical career patterns and should be evaluated on the basis of their performance and potential in these unique positions. Board members must carefully weigh the Army's need for officers in these unique positions.

h. FAOs. The Army has made a considerable investment in FAOs. These officers have successfully completed an extensive period of country and language training and comprise an important source of intellect. The needs of the Army frequently require that these officers perform repetitive FAO utilization assignments. Board members must consider the Army's requirements for officers with foreign area expertise.

i. Attachés. In addition to being the representatives of the SA and the CSA, attachés provide critical military advice to the chiefs of U.S. diplomatic missions. Many attachés are key links in the U.S. relationship with other nations, and as such, board members will carefully consider the importance of these officers in meeting the needs of the Army.

j. Army-funded doctorates. Officers who have earned their doctorates exemplify potential in specialized fields. The Army has invested a significant amount of time and money to maximize their potential. In developing these officers, the Army has removed them from the traditional career development path and expects to reap the benefits of their expertise in future assignments. This includes officers who are members of the Uniformed Army Scientist and Engineer Program in the AAC. Board members will carefully consider the skills of these officers in meeting the Army's critical requirements.

k. Captains assigned to field grade positions. The drawdown of the Army and increased emphasis on joint duty has modified traditional development patterns and assignment opportunities for officers. Exceptionally qualifying assignments as depicted in DA Pam 600-3 have been and will be important to an officer's career development. How well an officer performs these duties is more important in determining an officer's

overall qualifications than at what point on the career development path an officer performed these duties or at what grade the officer was when serving in the position.

(1) Periodic shortages of majors available for key field grade assignments require placement of high-quality captains or promotable captains in these positions. The need for other officers to have the same professional development opportunities as those officers that have already served in those field grade assignments may preclude previously qualified officers from serving in a similar capacity as a major. Those officers who have already met field grade branch standards as a captain will be assigned against other priority Army requirements during their early field grade years.

(2) Officers who served in those assignments as a captain but not as a major will not be disadvantaged in the board deliberation process. Likewise, boards will not view recency of service in these duties as weighing for or against an officer. The manner of performance of the officer while in the assignment is the only factor the board will consider.

l. Army astronauts. There is a lack of awareness of officers selected for assignment to the Houston NASA Detachment who are in training to compete for selection by National Aeronautics and Space Administration (NASA) as astronauts. Army astronauts are highly qualified and have successfully completed an extremely rigorous selection and training process that places them in a career path very different from mainstream Army officers, who serve in operational assignments. These officers spend several difficult years in space operations activities as they compete in the NASA astronaut selection process. However, these same years are normally when an officer would be in traditional branch qualifying assignments. The board should recognize the unique situation of these officers and exercise appropriate consideration, not penalizing officers whom the Army has encouraged to pursue this extremely narrow and specialized track. The board must strive to capitalize on the significant investment made by these officers. These officers are critical to the Army's participation in the Space Shuttle and International Space Station Programs and for other future mutually supporting operations between the Army and NASA.

m. Comptroller, Functional Area (FA) 45 Guidance. DA PAM 600-3, chapter 31, specifies that the Army Comptroller Course is a requirement for FA 45 qualification at the grade of major. ACC is a new course, implemented in fiscal year 00 to support FA 45 training under OPMS III. The course is intended as an entry-level course for senior captains and junior majors. Many officers may not have attended this course through no fault of their own. Therefore, officers under consideration by this promotion selection board who have completed ILE and have served 24 months in an FA 45 assignment will be considered FA 45 qualified regardless of nonattendance at the Army Comptroller Course and will not be disadvantaged for failing to attend the course.

H-2. Army Medical Department Officer Personnel Management

The assignments and education patterns of specialists are chosen to develop the officer's expertise and potential in one or more scientific or technical fields. In many specialty areas, repetitive assignments and specialized education are required to achieve a high level of professional proficiency. Continuing technological breakthroughs underline the Army's need for these highly trained specialists in order to exploit the products of scientific, medical, and engineering developments. It is important to focus evaluation on the quality of the officer's performance and indicated potential rather than on the "generalized" or "specialized" nature of the officer's assignments. Periods of time spent in civilian education programs while on active duty will not be considered voids because these are times of development from which the Army will receive benefits. However, because opportunity for schooling while on active duty is limited, the absence of such periods will not be considered adverse.

a. Eligible populations. Eligible populations consist of officers who are in health professional competitive categories. In accordance with 10 USC 615, the board will give consideration to an officer's clinical proficiency and skill as a health professional to at least as great an extent as the board gives to the officer's administrative and management skills.

b. AMEDD. AMEDD officers receive their commissions from a number of sources, including ROTC, the USMA, and Officer Candidate School (OCS) and by direct appointment.

(1) The AMEDD does not discriminate among its officers on the basis of their source of commission. The source of an AMEDD officer's commission is not a factor to be considered in determining potential for service at a higher grade.

(2) In determining an officer's potential for service in the AMEDD in a higher grade, the board must consider an officer's proficiency in a given assignment and not be unduly influenced by the diversity of assignments or the level at which the duties are performed. Assignments are made according to the needs of the Army and are predicated on the belief that all assignments are important assignments.

(3) Officers with research career patterns generally have advance degrees or training and experience outside the traditional clinical health care system. Their training experience and contributions to science must be carefully considered and must not be viewed as detrimental. The professionalism of such officers must be judged on relative levels of achievement in their areas of expertise.

(4) Because OERs for AMEDD officers in resident, intern and fellowship programs do not reflect a senior rater profile, the board should focus on the senior rater comments when evaluating potential.

(5) AMEDD officers have the opportunity to compete for branch immaterial command positions. Therefore, officers may have assignments not traditionally associated with their respective competitive category. The boards will give equal consideration to the performance of officers in these nontraditional assignments in the overall evaluation of each officer's record.

(6) The "8X" skill identifier is used to identify AMEDD officers who are in the AMEDD military acquisition workforce. These officers have completed or are completing a rigorous training and certification process as well as meeting AAC membership requirements. Once both requirements are met, the officers are eligible to compete for acquisition key billet and product/project manager positions, which are centrally selected and whose duties equate to battalion and brigade level commands, respectively. The boards will give equal consideration to the performance of officers in these nontraditional assignments in the overall evaluation of each officer's record.

c. Specialized research and development assignments. Board members must be alert for those qualified officers who, because of their unique and special skills, have been selected for and successfully completed an extensive period of Army-directed training or education (thus demonstrating their potential for continued service) and have been repeatedly assigned in one area. This most frequently occurs in highly specialized research and development assignments where officers normally do not have the opportunity to serve in command positions. The board will not penalize officers who are placed in assignments to obtain extended training or graduate experience essential to development of required expertise.

d. Medical Corps (MC) and Dental Corps (DC).

(1) Board certification is considered evidence of professional accomplishment. It will be kept in mind that board examinations often cannot be taken until a given period of time passes after completion of training. If an MC or DC officer has not completed the requisite time period for board certification, lack of board certification will not be held against the individual. Additionally, credit will be given for having completed Part One of Multiple Part Boards. While board certification is an excellent objective indicator of achievement, the board may determine that MC and DC officers who are not board certified are fully qualified and may recommend the officers for promotion as best qualified in those cases where there is evidence of truly exceptional potential for contribution or extenuating circumstances. However, board certification remains the most objective and consistent standard for clinical excellence in the AMEDD.

(2) MC officer attendance at the Officer Advance Course or equivalent will not be used as a sole criterion for selection for promotion. Opportunities for MC officers to attend the Officer Advance Course were limited in previous years. The board will not establish selection for, or attendance at, CGSC as a criterion for selection for promotion.

(3) The board must be aware that the OERs of MC and DC officers in training may have lower than expected ratings in professional competence and lower than normal rankings in performance and potential blocks because of the mistaken belief by some raters that officers in training may not be as highly rated as those who have completed training.

e. Veterinary Corps (VC).

(1) VC officers may be selected for specialty training in laboratory animal medicine or veterinary pathology. These training programs are usually accomplished through 3 years of residency training in veterinary pathology or 4 years of laboratory animal medicine preceptorship. The training qualifies the individual for specialty board eligibility but does not award a postgraduate degree. If an individual has passed all requirements of the residency or preceptorship training program, he/she has completed the equivalent of civilian education level (CEL) 2 and will receive this consideration, even though a postgraduate degree has not been received.

(2) As part of the congressionally mandated DOD consolidation of military veterinary services, there are now several officers in the Army VC with extensive U.S. Air Force (USAF) commissioned service. These officers' past USAF records, now included in the OMPF, have several USAF efficiency/evaluation reports. These factors must be considered when reviewing the records of former USAF officers: letters of commendation were not placed in their USAF official military records as a matter of USAF personnel policy; USAF OER system was changed in 1975; and reviewer ratings on OERs were controlled where top block designation was limited to 22 percent for a period of time (these controlled ratings are indicated on the actual report). Specific attention must be paid to evaluating the officer's potential to the Army VC based on careful evaluation of the prior USAF records and current Army records. These former USAF officers must not be penalized for their prior service.

(3) Officers in the VC often spend 3 to 4 years in long term civilian training, and as a result the most current evaluation reports are academic evaluation reports (AERs). Board members will attribute the same importance to an AER as to an OER. Completion of a VC residency program is considered the equivalent of a master's degree.

f. Army Medical Specialist Corps.

(1) Physician Assistants (PAs) (Area Of Concentration (AOC) 65D) transitioned from warrant to commissioned officer status beginning on 4 February 1992. Until commissioning, the Officer Advanced Course and the Warrant Officer Senior Course were the highest military education PAs were expected to obtain. The board must understand that PAs will not have had the opportunity to complete ILE as did officers from the other AOCs.

(2) These officers' past WO records are now included in the OMPF. Many physician assistants may have more OERs as a WO than as a commissioned officer and they must not be penalized as a result.

H-3. Chaplain Personnel Management

The Chief of Chaplains is charged by the CSA to manage the religious program of the Army, which includes Chaplain Personnel Management. Assignments of chaplains have been made primarily to meet the religious support requirements of the Army and to ensure denominational, grade, skill, and quality balance.

a. Particular attention will be given to the supervisory and leadership capabilities of chaplains considered. Supervisory chaplains must also possess the ability to supervise chaplains from various faith groups in a sensitive and professional manner.

b. The Army and the Chaplaincy benefit from the unique skills possessed by certain chaplains. These skills, sometimes highly specialized, may require the continuous assignment of a chaplain to similar positions. Chaplains selected for similar positions may not necessarily rotate on an alternating basis between troop and staff assignments. The fact that these chaplains have not rotated between troop and staff assignments does not mean that they will be considered less qualified.

c. Most chaplains are assigned AOC 56A (command and unit chaplains). The exceptions are chaplains trained and certified as Supervisors for both clinical pastoral education and family life training programs. These chaplains are assigned AOC 56D in recognition of their special training, skill, knowledge, and abilities and the need to closely monitor their assignments and careers.

d. The Army is a multiethnic, multifait, pluralistic environment. Therefore, chaplains must, while keeping within the tenets of their individual faiths, minister to the various spiritual needs of Soldiers who represent numerous different religious practices. Religious diversity within the structure of the Chaplaincy contributes to mission accomplishment and fosters vitality within the Chaplaincy itself.

e. In the case of chaplains, age can be misleading. Requirements for seminary training and pastoral experience prior to entry on active duty vary among faith groups. Additionally, some faith groups, because of a shortage of younger clergy, have provided older chaplains. As a result, chaplains with the same date of rank and similar military experience may have significant variations in age.

f. Some chaplains have substantial prior service but few OERs as chaplains. In such cases, a pattern of outstanding nonchaplain OERs followed by equally good chaplain OERs generally indicates high potential. Also, it is not unusual for chaplains to be rated by other chaplains of the same grade. Therefore, no adverse inferences will be drawn.

g. Chaplains are not currently being assigned to RC duty. However, the possibility exists that some officers under consideration by the board were assigned to RC duty before becoming chaplains. RC units are a significant and vital part of our Total Army war-fighting capability, and the Army leadership has instituted systems and programs to ensure that quality officers receive these assignments. ARNG advisors, Readiness Group staff, and officers in full-time support to USAR units are principal advisors to the commanders and Soldiers of these units and must demonstrate not only technical and tactical proficiency but also managerial effectiveness in a turbulent, resource-constrained environment. The board will understand the challenging nature of RC duty and provide appropriate consideration in the overall evaluation of each officer's record.

H-4. Judge Advocate General's Corps Personnel Management

JAGC officers receive their commissions from a number of sources, including ROTC, USMA, and OCS and by direct appointment. The JAGC will not discriminate among its officers on the basis of source of commission. The source of a JAGC commission will not be a factor to be considered in determining potential for service at a higher grade or attendance at SSC.

a. In determining a JAGC officer's potential for service in a higher grade or attendance at SSC, the board must consider an officer's proficiency in a given assignment and not be unduly influenced by the diversity of assignments or the level at which the duties are performed.

b. JAGC officers do not serve in traditional command assignments. A JAGC officer's leadership ability and potential may be reflected in the officer's performance of duty in positions of significant responsibility—for example, supervising subordinates or performing complex, important, or sensitive duties.

c. Although board members may be most familiar with the duties of the judge advocate who is assigned at the Division level, or at the post, camp, and station level, a large number of judge advocates are assigned to HQDA or DOD, as well as HQDA and DOD field operating agencies, where specialists are required in such areas as acquisition law, international law, labor law, criminal law, medical law, environmental law, or claims. It is vital to the Army that the JAGC have these specialists as well as generalists. In order to develop JAGC officers with the requisite experience to assume senior positions advising the executive leadership of the Army and DOD in specialized areas of the law, it is not unusual for the JAGC to assign officers to successive assignments in the same or similar specialty. The board is reminded that the process of specialization may not permit a direct comparison of JAGC specialists with the JAGC who may have served in diversified assignments. For example, the supervisory experience of the generalist may be markedly greater than that of the specialist, yet the level and complexity of the specialist's assignments may indicate an even greater potential for leadership and service at the higher grade. No adverse comparison will be made between the evaluations of the specialist who is evaluated by either civilian or sister service supervisors whose are unfamiliar with Army rating practices. To attract high-quality JAGC officers to specialized areas of the law at every level and to ensure the JAGC maintains the necessary expertise at every grade, JAGC officers with repetitive specialized assignments to the areas of law noted above will be evaluated and judged for promotion purposes by this board in a manner comparable to all officers under consideration. Therefore, the type of job held will not carry undue weight, and the board will focus on the officer's performance of assigned duties.

(1) The previous paragraph's discussion of the successive assignment pattern for specialists is particularly true of the complex and sensitive field of acquisition law. The needs of this specialty have caused The Judge Advocate General to establish a program to identify and manage officers with expertise in

this field. The board will be informed of the names of officers who have volunteered for repetitive assignments in the acquisition law specialty.

(2) Board members must also be aware of the critical role of military judges and defense counsel in military justice. Judges must rule impartially on legal issues, render verdicts, and impose sentences. Defense counsel must zealously represent their clients. Impartial, independent judges and aggressive defense counsel further good order and discipline by ensuring the fair administration of justice and by enhancing perceptions about military justice. The previous paragraph's guidance on selection of specialists is also applicable to officers who have served as military judges and defense counsel.

d. Service school attendance consideration is as follows:

(1) Selection for the Fort Leavenworth ILE College is highly competitive. Less than 10 percent of those eligible are selected to fill the few quotas that are made available to JAGC each year. JAGC officers attend the training later than OPMS officers, and many attend near or after promotion to LTC.

(2) Most JAGC officers who complete ILE do so at the course locations. Completion of ILE by any means has equal value to the Army. Completion of the Army Distributed Learning course indicates a high degree of motivation and initiative in pursuing the course while performing assigned duties. Some of the officers will complete ILE through Army Distributed Learning course because of operational requirements.

(3) Very few JAGC officers are permitted to attend the resident course of the SSCs (AWC, National War College, and Industrial College of the Armed Forces) because of the limited number of places available for JAGC officers. Moreover, enrollment in the AWC Distance Learning Program is also restricted. Thus many highly qualified JAGC officers are unable to attend or enroll in an SSC. The fact that a JAGC officer has not completed an SSC will not of itself be the basis for nonselection to the grade of colonel.

e. A master of laws degree (LL.M.) is the first postgraduate law degree (after the Juris Doctor or Bachelor of Laws degree). Since 1988, all judge advocates receive an LL.M. in military law upon completion of the resident Judge Advocate Graduate Course. Some judge advocates complete an additional LL.M. at their own or Government expense. Completion of this additional degree provides a pool of talent for critical areas of specialized practice and reflects self-discipline, scholarship, and commitment.

f. Attorneys selected for the Army General Counsel's Honors Program are assigned as assistants to the Army General Counsel. Officers participating in the program are selected based on possession of outstanding undergraduate and law school records. These officers may be JAGC officers or officers of other branches.

g. Some JAGC officers, such as Funded Legal Education Program officers, have substantial prior service but few OERs as judge advocates. In such cases, a pattern of outstanding non-JAGC OERs followed by equally good JAGC evaluations generally indicates high potential.

h. It is not unusual for JAGC officers to be rated by other JAGC officers of the same grade. No adverse inference will be drawn because a JAGC officer has received a rating from an officer of the same grade.

i. The JAGC leadership has instituted a program to assign quality active duty JAGC officers to RC units. This augmentation of the RC is vital to our war-fighting effort, and this duty will be highly valued. The board will understand the challenging nature of augmentation of a RC unit and give appropriate consideration in the overall evaluation of each officer's record. Also, some officers under consideration by the board may have been assigned to RC duty before becoming judge advocates. RC units are a significant and vital part of our Army war-fighting capability, and the Army leadership has instituted systems and programs to ensure that quality officers receive these assignments. ARNG advisors, Readiness Group staff, and officers in full-time support to USAR units are principal advisors to the commanders and Soldiers of these units and must demonstrate not only technical and tactical proficiency but also managerial effectiveness in a turbulent, resource-constrained environment. The board will understand the challenging nature of RC duty and provide appropriate consideration in the overall evaluation of each officer's record.

H-5. Warrant Officer Personnel Management

a. Definitions.

(1) *Warrant officer one (WO1).* An officer appointed by warrant with the requisite authority pursuant to assignment level and position given by the Secretary of the Army. WO1s are basic-level, technically and

tactically focused officers who perform the primary duties of technical leader, trainer, operator, manager, maintainer, sustainer, and advisor. They perform any other branch-related duties assigned to them. They also provide direction, guidance, resources, assistance, and supervision necessary for subordinates to perform their duties. WO1s have specific responsibility for accomplishing the missions and tasks assigned to them and, if assigned as a commander, the collective or organizational responsibility for how well their command performs its mission. WO1s primarily support levels of operations from team or detachment through battalion, requiring interaction with all Soldier cohorts and primary staff. They provide leader development, mentorship, and counsel to enlisted Soldiers and NCOs.

(2) *Chief warrant officer two (CW2)*. CW2s are commissioned officers with the requisite authority pursuant to assignment level and position as given by the President of the United States. CW2s are intermediate-level technical and tactical experts who perform the primary duties of technical leader, trainer, operator, manager, maintainer, sustainer, and advisor. They also perform any other branch-related duties assigned to them. They provide direction, guidance, resources, assistance, and supervision necessary for subordinates to perform their duties. They have specific responsibility for accomplishing the missions and tasks assigned to them and, if assigned as a commander, the collective or organizational responsibility for how well their command performs its mission. CW2s primarily support levels of operations from team or detachment through battalion, requiring interaction with all Soldier cohorts and primary staff. They provide leader development, mentorship, advice, and counsel to NCOs, other WOs and company-grade branch officers.

(3) *Chief warrant officer three (CW3)*. CW3s are commissioned officers with the requisite authority pursuant to assignment level and position as given by the President of the United States. CW3s are advanced-level technical and tactical experts who perform the primary duties of technical leader, trainer, operator, manager, maintainer, sustainer, integrator, and advisor. They also perform any other branch-related duties assigned to them. They provide direction, guidance, resources, assistance, and supervision necessary for subordinates to perform their duties. CW3s have specific responsibility for accomplishing the missions and tasks assigned to them and, if assigned as a commander, the collective or organizational responsibility for how well their command performs its mission. CW3s primarily support levels of operations from team or detachment through brigade, requiring interaction with all Soldier cohorts and primary staff. They provide leader development, mentorship, advice, and counsel to NCOs, other WOs, and branch officers. CW3s advise commanders on WO issues.

(4) *Chief warrant officer four (CW4)*. CW4s are commissioned officers with the requisite authority pursuant to assignment level and position as given by the President of the United States. CW4s are senior-level technical and tactical experts who perform the primary duties of technical leader, manager, maintainer, sustainer, integrator and advisor. They also perform any other branch-related duties assigned to them. They provide direction, guidance, resources, assistance, and supervision necessary for subordinates to perform their duties. CW4s have specific responsibility for accomplishing the missions and tasks assigned to them and, if assigned as a commander, the collective or organizational responsibility for how well their command performs its mission. They primarily support battalion, brigade, division, corps, and echelons above corps operations. They must interact with NCOs, other officers, primary staff, and special staff. CW4s primarily provide leader development, mentorship, advice, and counsel to NCOs, other WOs, and branch officers. They have special mentorship responsibilities for other WOs and provide essential advice to commanders on WO issues.

(5) *Chief warrant officer five (CW5)*. CW5s are commissioned officers with the requisite authority pursuant to assignment level and position as given by the President of the U.S.. CW5s are master-level technical and tactical experts who perform the primary duties of technical leader, manager, integrator, advisor, or any other particular duty prescribed by branch. They provide direction, guidance, resources, assistance, and supervision necessary for subordinates to perform their duties. CW5s have specific responsibility for accomplishing the missions and tasks assigned to them. CW5s primarily support brigade, division, corps, echelons above corps, and major command operations. They must interact with NCOs, other officers, primary staff and special staff. They provide leader development, mentorship, advice, and counsel to

WOs and branch officers. CW5s have special WO leadership and representation responsibilities within their respective commands. They provide essential advice to commanders on WO issues.

b. Career patterns. The development of the professional attributes and technical capabilities of Army WOs to meet the needs of the Army is accomplished through proponent-designed career development models for each career field. These career development models describe schooling, operational assignments and self-development goals for WOs in each grade. Career development models are based on Army requirements, indicating the numbers and types of WOs to be accessed, retained, promoted, schooled and assigned by MOS. Proponents monitor the Army documents pertinent to their career fields since any change to the force structure may require a change to the WO inventory. The size of the WO inventory is limited by various factors. As requirements change, strength and professional development goals of each career field are aligned accordingly. WOs are accessed into a specific career field and can normally expect to spend their entire career in that field. Not all assignments within an officer's career will directly relate to the WO's career field or MOS. Some WO positions are MOS immaterial but career field specific; that is, any qualified WO within a specific branch (aviation, artillery, and so forth) may be assigned to the position. Others are designated MOS as well as career field immaterial; that is, any qualified WO, regardless of MOS and career field, may be assigned to the position. Some positions in leader development, professional development, personnel management, training, and training development require the assignment of the best qualified WO, regardless of MOS or career field.

c. WO Development. Entry-level WOs are accessed according to the needs of the Army. Once accepted, the applicant must attend Warrant Officer Candidate School (WOCS). WOCS is a high-stress course that tests the mental, emotional, and physical stamina of candidates to determine their acceptability into the WO corps. The focus of the course is common material that provides the skills, knowledge, and behaviors required of all WOs, regardless of specialty. Upon course completion, the candidate is eligible for appointment to the grade of WO1 but is not yet MOS qualified.

(1) *WO1/CW2.* After graduating from WOCS, the new WO1 must attend the Warrant Office Basic Course (WOBC). The WOBC provides functional training in the applicable MOS and reinforces the leadership training provided in WOCS. Upon successful completion of WOBC, the WO is awarded an MOS and given an initial operational assignment. Operational assignments continue for the next several years. Throughout this period, WOs will continue their self-development, to include the pursuit of civilian education goals. The civilian educational goal at this career point is an associate degree or equivalent prior to eligibility for selection to CW3. After promotion to CW2, at approximately the third year of WO service, WOs may enroll in prerequisite studies for the Warrant Officer Advanced Course (WOAC), an MOS immaterial course administered by the Distributive Education Section of the Warrant Officer Career Center (WOCC). Completion of this course renders the officer eligible to attend their resident WOAC.

(2) *CW3/CW4.* WOs will attend the resident portion of their proponent controlled WOAC not later than 1 year after their promotion to the grade of CW3. At this point, WOs should actively pursue the next civil education goal, a baccalaureate degree or equivalent, prior to eligibility for selection to CW4. WOs will attend the Warrant Officer Staff Course (WOSC) conducted at the WOCC not later than 1 year after their promotion to CW4. Some proponents may provide follow-on functional training at this point. Upon graduation from the WOSC, the WO will serve in positions designated for the grade of CW4.

(3) *CW5.* Upon selection to the grade of CW5, WOs are required to attend the Warrant Officer Senior Staff Course (WOSSC). Proponent schools may provide a follow-on portion of this course. Upon completion of the WOSSC, WOs will serve the remainder of their careers in positions designated for the grade of CW5.

d. Specific WO occupational qualifications, professional development, critical life cycle assignments, and utilization. For information on these areas, refer to the branch specific references identified throughout DA Pamphlet 600-3.

Appendix I Reporting Requirements

I-1. Promotion boards—board reports prior to recess

a. Board report to the SA.

(1) The board will identify all officers considered, placing them in one of the two categories below, and submit lists in the board report to the SA:

- (a) Recommended for (competitive category considered) promotion.
- (b) Not recommended for (competitive category considered) promotion.

(2) Statements to preface each of the above reports are as follows:

- (a) *Recommended.*
- (b) *Not recommended.*

(3) The board will include the certification required by DODI 1320.12 as follows:

(a) To the best of your knowledge, the board complied with DODI 1320.14.
(b) That you were not subject to or aware of any censure, reprimand, or admonishment about the recommendations of the board or the exercise of any lawful function within the authorized discretion of the board.

(c) That you were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the board's recommendations.

(d) That you were not party to or aware of any attempt at unauthorized communications.

(e) That, to the best of your knowledge, the board carefully considered the records of each officer whose name was furnished to the board.

(f) As applicable, that the board gave appropriate consideration to the performance in joint duty assignments of officers who are serving, or have served, in such assignments.

(g) That the officers recommended for promotion are, in the opinion of the majority of the board members, fully qualified and best qualified for promotion to meet the needs of the Army among officers whose names were furnished to the board.

(4) The board will include a list of officers recommended to be required to show cause for involuntary REFRAD or for elimination.

(5) The board will preface the list as follows: *Consideration for "Show Cause:"* "The board, acting under oath and having in view the professional qualifications of officers and the requirements of the Army, has carefully reviewed the case of every officer submitted to it for consideration. In the opinion of the majority of the members, the officers named on the enclosure(s) will be required to show cause for retention on active duty or for elimination."

(6) The board will attach to its report statistical summaries to indicate component, joint duty, and skill or specialty selection results, as appropriate. The secretariat for DA selection boards will provide appropriate formats. Additionally, the board will address any shortfall in meeting any requirements and goals.

b. AAR.

(1) The board president will highlight collective observations, concerns, and recommendations of the board with regard to the selection process and officer personnel management. Additionally, specific personnel management concerns that relate to the board's inability to meet any selection requirement or goal will be discussed. The DCS, G-1 may request in writing that the board president address specific questions in the AAR.

(2) The secretariat for DA selection boards will provide a sample format. The board president may modify this format in order to record the comments of the board in a concise, logical manner and may include additional observations or other issues.

(3) The board president will attach to this report—

(a) A list of officers whom the board considers to be not fully qualified for promotion. This list will not be included in the list officers whom the board has recommended to show cause.

(b) Additional statistical summaries covering career field, AAC, single-track, Joint, and ethnic and

gender selection rates, as appropriate. The Secretariat for DA selection boards will provide appropriate formats.

(c) Case summaries that present the board's rationale for each recommendation to show cause. The DCS, G-1 or a designee will use these case summaries in determining whether to initiate show cause action.

(d) The name of each officer considered and not recommended for promotion by the board who either requests to be nonselected for promotion or who otherwise directly causes his or her nonselection through a written communication to the board. The names of such officers will be included as a separate enclosure to the board report.

I-2. Selective continuation boards—board reports prior to recess

a. For the board report to the SA, the board will submit a separate report for each competitive category:

(1) Recommended for continuation in (competitive category considered).

(2) Not recommended for continuation in (competitive category considered).

(3) Recommended for selective continuation for the purposes of elimination in (competitive category considered).

Note. Applicable only to majors with over 14 years of active federal service being selectively continued this does not apply to captains.

b. Statements to preface each of the above reports are as follows:

(1) *Recommended.* "The board, acting under oath and having in view professional qualifications of officers and the requirements of the Army, has carefully reviewed the case of every officer submitted to it for consideration as specified in the instructions. The officers named on the enclosure are recommended by a majority of the board for continuation on active duty in their current grade."

(2) *Not recommended.* "The board, acting under oath and having in view professional qualifications of officers and the requirements of the Army, has carefully reviewed the case of every officer submitted to it for consideration as specified in the instructions. The officers named on the enclosure are not recommended by a majority of the board for continuation on active duty in their current grade."

Note. For the major selective consideration board, a third attest roster is produced to indicate those officers who are selectively considered for the purposes of elimination. This category is applicable only to officers in the grade of major with over 14 years of active Federal service.

(3) *Recommended for the purposes of elimination.* "The board, acting under oath and having in view the professional qualifications of officers and the requirements of the Army, has carefully reviewed the case of every officer submitted to it for consideration as specified in the instructions. The officers named on the enclosure are recommended by a majority of the board for continuation on active duty in their current grade for the purposes of elimination."

I-3. Lieutenant retention—board reports to the Secretary of the Army prior to recess

a. The board will provide list of officers whose records were considered for continued Active Army Probationary/VI status and a list of the names of each eligible officer, including grade, social security number, and branch, in one of the categories below:

(1) An alphabetical listing of all officers recommended for retention on active duty in Active Army Probationary/VI status.

(2) An alphabetical listing of all officers not recommended for retention on active duty in Active Army Probationary/VI status.

(3) An alphabetical listing of all officers whose files were deemed insufficient to permit an evaluation for potential for retention in Active Army Probationary/VI status.

b. Preface each of the recommended and not recommended listings as follows:

(1) *Recommended.* "The board, acting under oath and having in view the professional qualifications of officers and the requirements of the Army, has carefully reviewed the case of every officer submitted to it for consideration as specified in the memorandum of instruction. In the opinion of the majority of the

members, the officers named on the enclosure(s) are qualified for continued Active Army Probationary/VI status. They are hereby recommended."

(2) *Not recommended.* "The board, acting under oath and having in view the professional qualifications of officers and the requirements of the Army, has carefully reviewed the case of every officer submitted to it for consideration as specified in the memorandum of instruction. In the opinion of the majority of the members, the officers named on the enclosure(s) are not considered qualified for Active Army Probationary/VI status. Therefore, they are not recommended."

(3) *Deferred.* "The board, acting under oath and having in view the professional qualifications of officers and the requirements of the Army, has carefully reviewed the case of every officer submitted to it for consideration as specified in the memorandum of instruction. In the opinion of the majority of the members, the officers named on the enclosure had files that were deemed insufficient to permit an evaluation of potential for retention. Therefore, they are recommended for deferral to the next regularly scheduled captain promotion/retention selection board."

I-4. School boards—reports prior to recess

a. The reports will show each officer's name, rank, Social Security number (SSN), branch, branch code, functional area, control number, and promotion indicator, as appropriate, will be attested to by the board and recorders, and will be submitted to the DCS, G-1 (DAPE-MPO) in two copies for the following schools:

(1) *SSC.*

(a) *ACC.*

1. Separate alphabetical lists of principals and alternates showing OML number for alternates.

2. An OML of alternate selectees.

3. A list of principals and alternates recommended for each foreign SSC.

4. A list of officers recommended for promotion to COL from BZ and deferred officers

recommended for removal with reasons for the recommendation.

(b) *Special branches.*

1. An alphabetical list of principals by branch and OML of alternates by branch.

2. A master alphabetical list by branch of principals, alternates, and validated deferrals showing status as principal, alternate, or deferred.

3. A list of deferred officers by branch recommended for removal with reasons for the recommendation.

(2) *ILE.*

(a) An OML of selectees for each branch.

(b) An alphabetical list of principals, alternates, and validated deferrals by branch.

(c) A list of deferred officers by branch recommended for removal with reasons for the recommendation.

b. The following certificate will be attested to by each board member:

(1) The board president, board members, and board recorders hereby certify that, to the best of their knowledge, the board complied with the instructions, that they were not subject to or aware of any censure, reprimand or admonishment resulting from the recommendation of the board or its exercise of any lawful function within the board's authorized discretion; that they were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the board's recommendations; and that they were not a party to, or aware of, any attempt at unauthorized communications.

(2) The board, acting under oath and having in view the professional qualifications of officers and the requirements of the Army, has carefully considered the record of every officer whose name was furnished to it as specified in the instructions. In the opinion of the majority of the board members, the officers named are fully qualified, and best qualified, unless otherwise noted, for attendance at the designated school to meet the needs of the Army, as specified in the instructions, among officers whose names were furnished to the board, and are hereby recommended for selection.

c. A separate report identifying officers who, in the opinion of the majority of the board, will be required

under AR 600-8-24 to show cause for retention on active duty (chap 3) or for elimination proceedings (chap 5).

d. The board will submit a separate report of action taken on each application for constructive or equivalent credit that will include rationale for each decision. Add this to the AAR.

e. AAR procedures include the following:

(1) The board president will highlight the collective observations, concerns, and recommendations of the board with regard to the selection process and OPMS. In particular, address specific personnel management concerns that relate to the board's inability to meet any selection goal.

(2) The DCS, G-1 may ask the board president to address specific questions in the report. The Secretariat for DA selection boards will provide these questions and a sample format. The board president may include additional observations or recommendations on other issues not addressed in the DCS, G-1's questions, as appropriate.

(3) The board president will attach to this report case summaries that present the board's rationale for each recommendation to show cause. The DCS, G-1 will use these case summaries in determining whether to initiate show cause.

I-5. Command/key billet boards—reports prior to recess

a. For the board report to the CSA, the board will submit a separate report for each competitive category.

(1) Lists will include each officer's name, rank, SSN, branch, and career fields/area of concentration. Board members and recorders will attest the list that will be forwarded by memorandum in two copies to the DCS, G-1 (DAPE-MPO).

(2) For command and key billet, the board will include an OML of principal and alternate selectees by command and key billet category.

(3) Validated deferred principals will appear in alphabetical sequence at the top of the OML of principal selectees in the category for which originally selected. The number of deferred principals validated in any category will be included in the number to be rank ordered in each category.

(4) A separate attest roster identifying officers who were selected for command or key billet during a previous board, but who are not revalidated by the board, will be attached.

(5) Statistical summaries to indicate command and key billet category and area of concentration must also be included in the report to the CSA. The Secretariat for DA selection boards will provide the appropriate formats.

b. A separate report will be submitted identifying officers who, in the opinion of the majority of the board, will be required under AR 600-8-24 to show cause for retention on active duty (chap 2), for elimination proceedings (chap 4), or for separation (chap 5).

c. The following certificate will be attested to by each board member:

(1) The board president, board members and board recorders hereby certify that, to the best of their knowledge, the board complied with the instructions, that they were not subject to or aware of any censure, reprimand or admonishment resulting from the recommendation of the board or its exercise of any lawful function within the board's authorized discretion; that they were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the board's recommendations; and that they were not a party to, or aware of, any attempt at unauthorized communications.

(2) The board acting under oath and having in view the professional qualifications of officers and the requirements of the Army, has carefully considered the record of every officer whose name was furnished to it as specified in the instructions. In the opinion of the majority of the board members, the officers named are fully qualified, and best qualified, unless otherwise noted, for command to meet the needs of the Army, as specified in the instructions, among officers whose names were furnished to the board, and are hereby recommended for selection.

d. For the AAR—

(1) The board president will submit an AAR to the CSA. This will highlight the collective observations, concerns, and recommendations of the board with regard to the selection process and the

OPMS. In particular, specific personnel management concerns that relate to the board's inability to meet any selection goal will be addressed.

(2) The DCS, G-1 may ask the board president to address specific questions in the report. The Secretariat for DA selection boards will provide these questions and a sample format. The board president may include additional observations or recommendations on other issues not addressed in the DCS, G-1's questions, as appropriate.

(3) The board president will attach to this report case summaries that present the board's rationale for each recommendation to show cause. The DCS, G-1 or a designee will use these summaries in determining whether to initiate show cause action after the CSA has reviewed the board report.

I-6. Product/project manager and acquisition key billet—board reports prior to recess

a. The selection lists below will show each officer's name, rank, SSN, branch, and career fields and will be attested to by a board member and the recorders and forwarded by memorandum in two copies to the DCS, G-1 (DAPE-MPO):

(1) OML of principal and alternates for each PM acquisition category for which selections are made. Validated deferred principals for acquisition key billet will appear in alphabetical sequence at the top of the order of merit listing in the category for which originally selected. The number of deferred principals validated in any key billet category will be included in the number to be rank ordered in each key billet category.

(2) Master alphabetical listing of all officers selected as principals and a master alphabetical listing of all officers selected as alternates.

b. The following certificate will be attested to by each board member:

(1) The board president, board members, and board recorders hereby certify that, to the best of their knowledge, the board complied with the instructions, that they were not subject to or aware of any censure, reprimand or admonishment resulting from the recommendation of the board or its exercise of any lawful function within the board's authorized discretion; that they were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the board's recommendations; and that they were not a party to, or aware of, any attempt at unauthorized communications.

(2) The board, acting under oath and having in view the professional qualifications of officers and the requirements of the Army, has carefully considered the record of every officer whose name was furnished to it as specified in the instructions. In the opinion of the majority of the board members, the officers named are fully qualified, and best qualified, unless otherwise noted, for the designated position to meet the needs of the Army, as specified in the instructions, among officers whose names were furnished to the board, and are hereby recommended for selection.

c. A separate report identifying officers who, in the opinion of the majority of the board, will be required under AR 600-8-24 to show cause for retention on active duty (chap 2), for elimination proceedings (chap 4), or for separation (chap 5).

d. For AAR—

(1) The board president will highlight the collective observations, concerns, and recommendations of the board with regard to the selection process and OPMS. In particular, specific personnel management concerns that relate to the board's inability to meet any selection goal will be addressed.

(2) The DCS, G-1 or a designee may ask the board president to address specific questions in the report. The Secretariat for DA selection boards will provide these questions and a sample format. The board president may include additional observations or recommendations on other issues not addressed in the DCS, G-1's questions, as appropriate.

(3) The board president will attach to this report—

(a) Case summaries that present the board's rationale for each recommendation to show cause. The DCS, G-1 will use these case summaries in determining whether to initiate show cause.

(b) Those recommended who will require waivers of qualification(s) requirements specified by the Defense Acquisition Workforce Improvement Act outlined in appendix E.

(c) Shortfall in qualification(s) requirements in the case of each officer selected as a product or project principal or alternate. Shortfall(s) in length of acquisition experience of principals and alternates will be shown as of the projected report date for anticipated product or project vacancies and as of 1 October of the year for which selections are being made for unanticipated product or project vacancy alternates.

I-7. Retirement and separation boards—board reports prior to recess

a. Board report to the SA.

(1) The board will identify all officers considered and list officers (in alphabetical order) that the board recommends for involuntary separation (or early retirement) as follows: Recommended for involuntary (competitive category considered) separation (or early retirement).

(2) Preface the list of officers recommended for involuntary separation (or early retirement) as follows: Recommended for involuntary separation (or early retirement), and include the following paragraph: "The board, acting under oath and having in view the professional qualifications of officers and the requirements of the Army, has carefully reviewed the case of every officer submitted to it for consideration as specified in the memorandum of instruction. In the opinion of the majority of the members, the officers named on the enclosure(s) are not considered best qualified for retention on active duty. Therefore, they are recommended for involuntary separation (or early retirement)."

(3) For SERBs only, following the list of officers recommended for early retirement, list (in alphabetical order) all officers on the list of officers recommended for early retirement whom the board also recommends for referral to the Army Grade Determination Board. Preface this list with *Recommend for Grade Determination*: "Among the officers recommended for early retirement, a majority of the board recommends that the records of the following officers be referred to the Army Grade Determination Review Board for consideration prior to retirement."

(4) Following the list of officers recommended for involuntary separation (or early retirement), list (in alphabetical order) all officers on the list recommended for involuntary separation (or early retirement) whom the board has identified to be within the criteria established in the instructions and who should be involuntarily separated (or mandatorily retired) only for compelling manpower reasons.

(a) The basis for each officer's inclusion on this list will be fully justified in a short written statement, and the category under which consideration was given will be noted.

(b) Preface the list with *Officers to be Involuntarily Separated (or Mandatorily Retired) Only for Compelling Manpower Reasons*: "Among the officers recommended for involuntary separation (or early retirement), a majority of the board recommends that the following officers, meeting the criteria established in the instructions, be involuntarily separated (or mandatorily retired) only for compelling manpower reasons determined by the Secretary of the Army."

(5) Include statistical summaries of selections by component, joint duty, minority, gender and career field or skill, and in the narrative portion of the report, comment on specific selection rates as required by other guidance in these instructions. The Secretariat for DA selection boards will provide the appropriate formats.

b. AAR to the DCS, G-1.

(1) The board president will highlight the collective observations, concerns, and recommendations of the board with regard to the selection process and OPMS. In particular, specific concerns that relate to the board's inability to meet any selection requirement or goal will be addressed.

(2) The DCS, G-1 may ask the board president to address specific questions in the report. The Secretariat for DA Selection boards will provide a sample format. The board president may modify this format in order to record additional board observations or recommendations on other issues in a concise and logical manner.

(3) The board president will attach to this report additional statistical summaries, if any, covering career field or skill guidance, single-track, Joint, AAC, Southwest Asia participation, as appropriate, or other information requested by the DCS, G-1 or a designee. The Secretariat for DA selection boards will provide appropriate formats.

c. Instructions to the DA Secretariat. Before the board recesses, the Secretariat staff will compile, for the board's information, selection rate statistics for all racial, ethnic, and gender categories considered. These statistics will be forwarded with the board's recommendation and after action report.

Glossary

Section I Abbreviations

AAC

Army Knowledge Online

AAR

Action Officers Training Course

ABCMR

Army Board for Correction of Military Records

AC

Army Component

ACC

Army competitive category

AER

academic evaluation report

AMEDD

Army Medical Department

AOC

area of concentration

ARNG

Army National Guard

AWC

Army War College

BZ

below the zone

CEL

civilian education level

CG

commanding general

CGSC

Command and General Staff College

COL

colonel

CONUSA

continental United States Armies

CSA

Chief of Staff, Army

CWO

chief warrant officer

CW2

chief warrant officer two

CW3

chief warrant officer three

CW4

chief warrant officer four

CW5

chief warrant officer five

DA

Department of the Army

DASEB

DA Suitability Evaluation Board

DC

Dental Corps

DCS, G-1

Deputy Chief of Staff, G-1

DEP

Distance Education Program

DOD

Department of Defense

DODD

Department of Defense directive

DODI

Department of Defense instruction

DMPM

Director of Military Personnel Management

FA

Functional Area

FAO

foreign area officer

1LT

first lieutenant

HQ

headquarters

HRC

Human Resources Command

IG

inspector general

ILE

intermediate-level education

JAGC

Judge Advocate General's Corps

LL.M.

master of laws degree

LT

lieutenant

LTC

lieutenant colonel

MAJ

major

MC

Medical Corps

MOI

memorandum of instruction

MOS

military occupational specialty

NASA

National Aeronautics and Space Administration

NCO

noncommissioned officer

OCS

Officer Candidate School

OER

officer evaluation report

OML

Order of Merit List

OMPF

official military personnel file

OPMS

Officer Personnel Management System

ORB

officer record brief

(P)

(promotable)

PA

physician assistant

PAP

permanent associate professor

PM

product/project manager

PMOS

professor of military science

RC

Reserve Component

REFRAD

release from Active Duty

RIF

reduction in force

ROTC

Reserve Officers Training Corps

SA

Secretary of the Army

SERB

selective early retirement board

SRB

selective retirement board

SRPE

senior rater potential evaluation

SSC

senior service college

SSN

Social Security number

TRADOC

U.S. Army Training and Doctrine Command

TS

training support

UCMJ

Uniform Code of Military Justice

USAF

United States Air Force

USAR

United States Army Reserve

USAREC

U.S. Army Recruiting Command

USMA

United States Military Academy

VC

Veterinary Corps

VI

voluntary indefinite

WO

warrant officer

WO1

warrant officer one

WOAC

Warrant Officer Advanced Course

WOBC

Warrant Officer Basic Course

WOCC

Warrant Officer Career Center

WOCS

Warrant Officer Candidate School

WOSC

Warrant Officer Staff Course

WOSSC

Warrant Officer Senior Staff Course

YG

year group

**Section II
Terms**

officer

For purposes of this memorandum, a commissioned officer or warrant officer on the active duty list.

**Section III
Special Abbreviations and Terms**

This section contains no entries.

By Order of the Secretary of the Army:

PETER J. SCHOOMAKER
General, United States Army
Chief of Staff

Official:


JOYCE E. MORROW
Administrative Assistant to the
Secretary of the Army

Distribution:

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