



# **DACOWITS RFI #9**

## **Gender Discrimination**

**December 2022**

**Directorate of Military Personnel Management,  
Office of the Deputy Chief of Staff, G-1**



# Army Policies

**9a: What policies and procedures are in place to prevent conscious and unconscious gender bias within the promotion process (e.g., performance evaluations, board screenings, etc.)?**

- Memorandum, Secretary of Army, subject: Elimination of Department of Army (DA) Photos, and Race, Ethnicity and Gender Identification Data for Officer, Warrant Officer, and Enlisted Selection Boards (Updated), 26 June 2020.
- Memorandum, Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)), subject: Updated Guidance Regarding the DA Photo and the Use of Race, Ethnicity, and Gender Identifying Data in Assignment and Slating Processes, 19 October 2020
- HQDA Policy Notice 600 – 2: Policies and Procedures for Active Duty List Officer and Department of the Army Selection Boards; 7(j).

# Promotion Board Policies

- Data that identifies a Soldier's race, ethnicity, and gender on the Officer Record Brief or Enlisted Record Brief has been redacted from officer, warrant officer, and enlisted DA Centralized Selection Boards.
- 1 August 2020, the requirement for officer, warrant officer, and enlisted Selection boards to include the DA Photo as part of the board file was suspended.



D.A. PHOTO EXAMPLE  
THE ARMY SERVICE UNIFORM



# Promotion Packages

**9b. What gender specific demographic information has been removed from promotion packages (e.g., first and last names, gender pronouns, photographs, etc.)? Specifically, state whether any gender specific demographic information is still being included. If so, are there plans to remove gender specific demographic information? Provide projected timeline for each demographic modification.**

- Elements of demographic information relating to race, gender, ethnicity, marital status, age, are masked in the consolidated officer record brief
- Gender is not masked in other supporting documents that accrue in Soldiers' personnel files, such as awards, officer and enlisted performance evaluations
- The Army is developing the Army Selection Board System (ASBS) version 2.0 proprietary software to present information to selection boards free from potential sources of bias
  - Will extract content from members' performance evaluations and apply rules-based display of information in order to remove gender specific references without affecting the continuity of the evaluation
  - Enhances ability to study the resulting data
  - Funding for system development and testing in FY23
  - Anticipate continued testing and employment of the new system in FY24



## CMAAGE - S1

**DATED:**



# Other Actions

## **9c: What other actions have been taken to prevent conscious and unconscious gender bias from factoring in promotion reviews/scoring?**

- All promotion selection board members receive a bias training module, guided by operational psychologists, at the beginning of their duty on the boards.
- Instructions provided to promotion board members include a broad statement reinforcing the importance of equal consideration for all members regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation.



# Emerging Trends

**9d: Since these actions were taken to reduce conscious and unconscious gender bias, provide trends that have emerged and data on the impact of these policies, instructions, or guidance on selection results.**

Since removing photos during selection boards in accordance with Secretary of Defense guidance in August 2020, research and data collection is on-going to discern any difference in promotion selection behavior.



# Policies & Guidance

**9e: Provide copies of policies, instructions, or written guidance delivered to selection boards, nomination boards, or promotion boards intended to mitigate conscious and unconscious gender bias.**

- Portion of Board Memorandum Of Instruction: Effective leaders understand that organizational success depends on the ability of people of all backgrounds to work together. Select officers who create and maintain an inclusive environment where individual attributes are recognized, accepted, and, most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. It is important that our Army is, in fact, one of equal opportunity—equal opportunity for all Soldiers is the only acceptable standard for our Army.
- Copies of policies discussed in this brief were provided to DACOWITS.





DEPARTMENT OF THE ARMY  
WASHINGTON DC 20310-0200

26 JUN 2020

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Elimination of Department of Army (DA) Photos, and Race, Ethnicity and Gender Identification Data for Officer, Warrant Officer, and Enlisted Selection Boards (Updated)

1. References:

- a. Army Regulation (AR) 135-155 (Promotion of Commissioned Officers and Warrant Officers Other Than General Officers), 13 July 2004.
- b. AR 135-156 (Reserve Component General Officer Personnel Management), 17 May 2007.
- c. AR 600-8-19 (Enlisted Promotions and Reductions), 16 May 2019.
- d. AR 600-8-29 (Officer Promotions), 25 February 2005.
- e. AR 640-30 (Official Army Photographs), 6 December 2019.
- f. Army People Strategy 2020, October 2019.

2. Background. The strength of our Army comes from our diversity. Developing and maintaining qualified and demographically diverse leadership is critical for mission effectiveness and is essential to national security.

a. Effective leaders understand that organizational success depends on the ability of people of different backgrounds to work together, while bringing the value of their diverse experiences to the mission.

b. Diversity is critical to every aspect of Talent Management in our Army, but it is especially important in the selection board process. Our Soldiers must be confident that equal opportunity exists at every stage of their career.

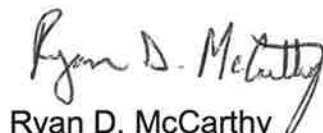
3. Purpose. Effective 1 August 2020, the requirement for officer, warrant officer and enlisted selection boards to include the DA Photo as part of the board file is suspended. Data that identifies a Soldier's race, ethnicity, and gender on the Officer Record Brief and the Enlisted Record Brief will be redacted as a part of the board file. These changes will help ensure that selection boards are as fair and impartial as possible.

**SUBJECT: Elimination of Department of Army (DA) Photos, and Race and Gender Identification Data for Officer, Warrant Officer, and Enlisted Selection Boards (Updated)**

4. The Army is committed to ensuring that our promotion processes remain consistent with our Army Values, the Army People Strategy, and our Talent Management initiatives. We will continue to support focused, disciplined inquiries of our promotion and evaluation processes and systems, to include research, and data capture and storage.

5. Implementation instructions will be provided through MILPER messaging. An Army Directive will be published no later than 30 September 2021 that will integrate this provisional policy change, along with the results of the inquiries, into the listed references.

  
James C. McConville  
General, United States Army  
Chief of Staff

  
Ryan D. McCarthy  
Secretary of the Army

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**SUBJECT: Elimination of Department of Army (DA) Photos, and Race and Gender Identification Data for Officer, Warrant Officer, and Enlisted Selection Boards (Updated)**

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**CF:**

**Director, Business Transformation  
Commander, Eighth Army**



**DEPARTMENT OF THE ARMY**  
**ASSISTANT SECRETARY OF THE ARMY**  
**MANPOWER AND RESERVE AFFAIRS**  
**111 ARMY PENTAGON**  
**WASHINGTON DC 20310-0111**

SAMR

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Updated Guidance Regarding the DA Photo and Use of Race, Ethnicity, and Gender Identifying Data in Assignment and Slating Processes

1. References: See enclosure 1.

2. Background.

a. On 26 June 2020, the Secretary of the Army directed the removal of the photo and redaction of race, ethnicity, and gender data from selection board officer and enlisted record briefs (reference 1.a).

b. On 16 July 2020, I published supplemental guidance expanding the prohibition on the use of race, ethnicity, and gender data (reference 1.b.). This memorandum rescinds reference 1.b. and promulgates the following guidance.

3. Guidance.

a. DA Photos. DA Photos will not be used as part of the board file for all officer, warrant officer, and enlisted promotion and selection boards listed in enclosure 2. Furthermore, pursuant to reference 1.c., the DA Photo will not be used for selection processes pertaining to assignments, training, education, and command.

b. Race, Ethnicity, and Gender Data.

(1) Race, ethnicity, and gender data on the Officer Record Brief and the Enlisted Record Brief will be redacted as a part of the board file for all officer, warrant officer, and enlisted promotion and selection boards listed in enclosure 2. Furthermore, because it includes gender information, the Department of the Army Form 705, Army Physical Fitness Test, and now, Army Combat Fitness Test, may not be included in promotion and selection board files.

(2) For assignment and slating processes that occur outside of a promotion or selection board, Army Components may use race, ethnicity, and gender data so that leaders can consider the information as they build their teams from the diverse talent seeking to serve in the Army, and from the diverse talent found in the Army. These processes will:

SAMR

SUBJECT: Updated Guidance Regarding the DA Photo and the Use of Race, Ethnicity, and Gender Identifying Data in Assignment and Slating Processes

- (a) Use the minimum amount of race, ethnicity and gender data needed.
  - (b) Use objectives that make race, ethnicity, and gender one of many factors to consider.
  - (c) Where practicable, incorporate the use of structured interviews and objective evaluation criteria for selection processes.
  - (d) Encourage transparency, invite open discussion, and provide sufficient time for decision making.
- c. Commander, Human Resource Command (HRC) will revise the processes for nominative assignment and slating to ensure candidate pools submitted to deciding officials are diverse in race, ethnicity, and gender.
- d. Deputy Chief of Staff (DCS), G-1:
- (1) In conjunction with HRC, will integrate modules into personnel systems that allow leaders and authorized users to query and conduct analysis on the diversity of Army units and command teams. Program for this permanent requirement in future years budget.
  - (2) Continue to research and evaluate the effect of various data elements and information on promotion, selection, and assignment process outcomes.
  - (3) Determine if other forms currently included in board files contain direct race, ethnicity and gender data, and within 30-days provide me your recommendation for redacting or eliminating the forms from a board file.
4. My point of contact for this action is COL Angel Gonzalez, (571) 490-4505, angel.e.gonzalez.mil@mail.mil.

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GENE.CASEY.J  
R.1028912320  
E. CASEY WARDYNSKI

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2 Encls

- 1. References
- 2. List of Boards

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Director, U.S. Army Civilian Human Resources Agency

CF:

Director, Business Transformation  
Commander, Eighth Army

### **References**

- a. Memorandum, Secretary of Army, subject: Elimination of Department of Army (DA) Photos, and Race, Ethnicity and Gender Identification Data for Officer, Warrant Officer, and Enlisted Selection Boards (Updated), 26 June 2020.
- b. Memorandum, Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA(M&RA)), subject: Supporting Guidance for Removal of Photographs from Selection Board Consideration, 16 July 2020. (Rescinded)
- c. Memorandum, Secretary of Defense, subject: Immediate Actions to Address Diversity, Inclusion and Equal Opportunity in the Military Services, 14 July 2020.
- d. Memorandum, ASA(M&RA), subject: APS 20–02, Diversity Guidance in Active Duty Officer Branching, 7 February 2020.
- e. Memorandum, Under Secretary of Defense (Personnel and Readiness), subject: Immediate Actions to Address Diversity, Inclusion, and Equal Opportunity in the Military Services – Promotion and Selection Board Guidance, 31 August 2020.
- f. Army Regulation (AR) 135-155 (Promotion of Commissioned Officers and Warrant Officers Other Than General Officers), 13 July 2004.
- g. AR 135-156 (Reserve Component General Officer Personnel Management), 17 May 2007.
- h. AR 600-8-19 (Enlisted Promotions and Reductions), 16 May 2019.
- i. AR 600-8-29 (Officer Promotions), 25 February 2005.
- j. AR 640-30 (Official Army Photographs), 6 December 2019.

**List of Promotion and Selection Boards**

1. The following promotion and selection boards may not use the DA Photo. Additionally, the officer and enlisted record briefs used in these boards will have race, ethnicity, and gender data redacted. The term centralized in the titles refers to boards conducted at Army Human Resources Command, the National Guard Bureau, and by the National Guard Headquarters in U.S. States, Territories, and the District of Columbia:

a. Active Component:

- Officer and warrant officer promotion boards
- Officer and warrant officer selective continuation boards (SELCON)
- General Officer (GO) promotion and assignment advisory boards
- Officer Separation Boards and Selective Early Retirement Boards
- Officer selection boards for professional military education (PME), and command and key billet to include ROTC, Acquisition Corps and Special Missions Units
- Officer and warrant officer promotion and command review boards
- Special Selection Boards
- Non-Commissioned Officer (NCO) Evaluation Boards

b. U.S. Army Reserve (USAR)

- Officer and warrant officer promotion boards
- Officer and warrant officer SELCON boards
- GO Promotion and Assignment Advisory Boards
- Officer Separation Boards and Selective Early Retirement Boards
- Officer selection boards for PME
- COL and LTC Command Assignment Boards
- Officer and warrant officer promotion and command review boards
- Special Selection Boards
- USAR TPU Position Vacancy Boards
- USAR AGR Release from Active Duty (REFRAD) Board
- Enlisted centralized and semi-centralized promotion boards
- NCO Evaluation Boards



## Enclosure 2: List of Promotion and Selection Boards

### c. Army National Guard (ARNG)

- Officer Department of the Army (DA) promotion boards
- Officer DA and State SELCON boards
- Officer and warrant officer State unit vacancy promotion boards
- GO Federal Recognition Boards
- Officer Separation Boards and Selective Early Retirement Boards
- National Guard Bureau Promotion Recommendation Review Boards
- Federal Recognition Boards
- Officer selection boards for PME
- Officer, warrant officer, and enlisted promotion review boards
- Special Selection Boards
- T-10 New Hire Board (AGR)
- T-10 Tour Continuation Board (AGR)
- ARNG AGR REFRAD Board
- CSM Centralized Selection Board
- State enlisted centralized and semi-centralized promotion boards
- NCO evaluation boards

**Headquarters  
Department of the Army  
Washington, DC  
23 November 2021**

**Personnel—General**

**Policies and Procedures for Active Duty List Officer and Department of the Army Selection Boards**

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**Applicability.** This policy notice applies to Headquarters, Department of the Army agencies only.

**Proponent and exception authority.** The proponent of this policy notice is the Assistant Secretary of the Army (Manpower and Reserve Affairs). The proponent has the authority to approve exceptions or waivers to this policy notice that are consistent with controlling law and regulations. The proponent 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 policy notice 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 their higher headquarters to the policy proponent. Refer to AR 25–30 for specific requirements.

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\*This regulation supersedes DA Memo 600-2, dated 25 September 2006.

## **1. Purpose**

This policy notice establishes policy and prescribes procedures for Headquarters, Department of the Army (HQDA) warrant officer (WO) and officer promotion selection boards, special selection boards, and Department of the Army (DA) centralized selection boards. It implements Department of Defense (DoD) guidance regarding the communication and disclosure of personal information. Specifically, the policies and procedures in this policy notice apply to HQDA, active duty list (ADL) company and field grade commissioned officer and WO promotion, command, school, and project manager (PM) selection boards; selective continuation (SELCON) boards; retention boards; selective early retirement boards (SERBs); enhanced selective early retirement boards (ESERBs); selective retirement boards (SRB); officer separation boards (OSBs); advisory boards; and other boards as directed by the Secretary of the Army (SECARMY) or a designee. Board members, the Department of the Army Secretariat (DA SEC) for DA selection boards, and administrative support personnel will use this policy notice.

## **2. References and forms**

See appendix A.

## **3. Explanation of abbreviations and terms**

See the glossary.

## **4. Responsibilities**

The Deputy Chief of Staff (DCS), G-1 will ensure that the Commanding General (CG), U.S. Army Human Resources Command (HRC)—

*a.* Conducts eligibility validation meetings prior to the start of each selection board to determine eligible officers to be considered.

*b.* Ensures the DA SEC for DA selection boards furnishes the board with the names and personnel records of the officers to be considered and assigns 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.

(1) The recommendations of a board are determined by a majority of the board members. The board president has no authority to constrain what the majority recommends.

(2) 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 board convening authority with an after action report (AAR). The DCS, G-1 or a representative, normally the Directorate of Military Personnel Management (DMPM), will provide administrative assistance in preparing the report or necessary addendum and will receive the signed report.

(3) The board will not recess until authorized to do so by the convening authority or a designee. Following recess, 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.

## **5. Oath**

Each board member, recorder, and administrative support person will take the following oath or affirmation: "I (name) 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 and results thereof pertaining to the selection or non-selection of individual officers except to proper authority."

## **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. DoDI 1320.14 provides specific rules governing the conduct of promotion boards and the actions of promotion board personnel. The SECARMY 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. The following paragraphs govern the conduct of all 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 policy notice or amendments thereto, or that is

## HQDA Policy Notice 600–2

otherwise precluded from consideration by regulation or statute. 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 or consider matters precluded by law, DoDI, Army regulation (AR), or this policy notice. 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 properly 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 and proceedings may be disclosed only to members of the board, recorders, and administrative support personnel who are required to process the report of the board.

d. If a board member cannot in good conscience perform their duties as a member of the board without prejudice or partiality, they have the duty to request relief from 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, ESERBs, SRBs, and OSBs, the recommendations, approved lists, and board membership are CUI and will not be publicly released, except as provided for under the Freedom of Information Act. For all other selection boards, board recommendations are CUI 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. After the board report is signed, and prior to public release of board recommendations by HQDA, the DA SEC for DA selection boards will disclose board recommendations and proceedings only to personnel required to process the board results and certify exemplary conduct pursuant to DoDI 1320.14 and Title 10 United States Code, Section 7233 (10 USC 7233).

h. The DA SEC for DA selection boards will maintain relative standing lists for all boards after approval of the board report as part of the board proceedings. Numerical scores given to officers considered by the board, and any other board member notes, will be destroyed after the board results are approved.

i. Administrative support personnel authorized by the SECARMY to process board reports will not release statistical analysis of WO, officer, and special selection board proceedings unless approved by the DMPM. After the board report is approved and board recommendations 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 DA SEC for DA selection boards in the board file for each officer under consideration, and maintained by the DA SEC for DA selection boards after the board is approved:

- (1) The performance portion of the officer's Army Military Human Resource Record (AMHRR).
- (2) Restricted/adverse information when required by 10 USC 615 or authorized by the SECARMY or policy.
- (3) Approved requests for voluntary retirement or separation and statements of notification of involuntary retirement or separation.
- (4) Documents provided in accordance with paragraphs 7b through 7d.
- (5) Written communications, which may include correspondence from the officer considered and 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) Record brief.

b. *Access to the restricted file.*

- (1) Restricted file unless authorized 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 their 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 AMHRR 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 their restricted file. Such requests will be honored, and the AMHRR custodian will place a copy of the approved request in the officer's restricted file.

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

*c. Adverse Information.*

(1) Adverse information is defined by DoDI 1320.04.

(2) Pursuant to 10 USC 615, adverse information is also information the SECARMY determines to be substantiated, relevant information that could reasonably and materially affect deliberations of the selection board.

*d. 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 AMHRR but arrive at HRC after the announced cutoff date but before the board convene date. The board recorder will add the document and make acceptance of the document 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 AMHRR of any officer under consideration by the board, and the 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 additional of the document to the officer's board file and make the approval a matter of record.

*e. 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 approval from the DMPM to disclose the information to the rest of the board. 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.

*f. 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.

*g. 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 or partner. If any records contain such prohibited information, board members will disregard it.

*h. 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. Board members will not use medical profiles as a basis for nonselection.

*i. 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.

*j. Race, Ethnicity, Gender.* Data that identifies an officer's race, ethnicity, and gender will be redacted as part of the board file. Although some records under review by this board may contain such prohibited information, board members must disregard it.

## 8. Guidance 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, 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.

*c.* Because the Army operates in a complex world, it is difficult to predict the exact combination of challenges Soldiers and leaders will be called upon to defeat. The Army must remain regionally engaged and field globally responsive land forces capable of unprecedented overmatch to win across the range of military operations. Army leaders should be innovative and adaptive, capable of leading the Army in an uncertain and complex world. Board members should seek officers who are defined by strength of character, competence in a broad range of environments, and an unshakable commitment to the Army. There are many qualities board members should seek in officers; specific guidance will be provided in the selection board memorandum of instruction (MOI).

## 9. General considerations

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

### *a. Officer evaluation report.*

(1) Evaluations are specifically designed to ensure that raters and senior raters limit their "excels" and "most qualified" 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 "most qualified" 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 "most qualified" evaluations, especially in a senior rater's initial officer evaluation report (OER), is expected to occur as he/she attempts to follow this guidance. Therefore, "highly qualified" evaluations will be the norm.

(2) Board members also must watch for OERs given under this system when the rater's and/or senior rater's profile is immature and/or when these individuals rate a small number of officers. This information is available in section IVb of DA Form 67-10-1 (Company Grade Plate (O1-O3; WO1-CW2) Officer Evaluation Report), section IVE of DA Form 67-10-2 (Field Grade Plate (O4-O5; CW3-CW5) Officer Evaluation Report), and section VIa on DA Form 67-10-3 (Strategic Grade Plate (O6) Officer Evaluation Report). In these cases, there is little or no capability to render an "excels" or "most qualified" rating. Therefore, board members will expect "highly qualified" ratings and will pay particularly close attention to the rater and senior rater narratives. 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 Regular 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 AMHRR. 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 AMHRR that may result from a successful OER appeal.

*b. Restricted access to officer evaluation reports.* The Army no longer "masks" or provides restricted access to all lieutenant and warrant officer one (WO1) OERs upon promotion to captain (CPT) and chief warrant officer three (CW3).

*c. Resident intermediate level education credit.* The Army began selecting Army competitive category (ACC) basic branch and functional area (FA) officers for a 10-month resident and 14-week satellite campus intermediate level education (ILE) opportunities and select credentialing programs, approved in lieu of the ILE Advanced Operations Course (AOC), on or about October 2012, beginning with year group 2004. Officers participating in credentialing programs approved in lieu of the ILE AOC, not included in the selection board process, will continue to receive ILE credit and be considered by the ILE selection board for attendance at ILE common core satellite campus only.

*d. 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 participating 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 the selection and successful completion of such training as an indicator of the officer's potential to serve at higher grades.

## Appendix A

### References

#### Section I

##### Required Publications

Unless otherwise indicated, all Army publications are available on the Army Publishing Directorate website at <https://armypubs.army.mil>. DoD publications are available on the Executive Services Directorate website at <https://www.esd.whs.mil>. USCs are available on the USC website at <https://uscode.house.gov>.

##### **AR 350–1**

Army Training and Leader Development (Cited in para E–1*h*.)

##### **AR 600–8–24**

Officer Transfers and Discharges (Cited in para B–4*b*(1).)

##### **AR 600–8–29**

Officer Promotions (Cited in para C–3*a*.)

##### **AR 600–8–104**

Army Military Human Resource Records Management (Cited in para 7*b*(1).)

##### **DA Pam 70–3**

Army Acquisition Procedures (Cited in para F–1*j*(4)(*b*).)

##### **DA Pam 600–3**

Officer Professional Development and Career Management (Cited in para B–5*b*(3).)

##### **DA Pam 600–4**

Army Medical Department Officer Professional Development and Career Management (Cited in para B–5*b*(3).)

##### **DoDI 1320.14**

DoD Commissioned Officer Promotion Program Procedures (Cited in para 6.)

##### **5 USC 2301**

Merit system principles (Cited in para F–1*j*(4).)

##### **10 USC 573**

Convening of selection boards (Cited in para C–3*a*.)

##### **10 USC 580**

Regular warrant officers twice failing of selection for promotion: involuntary retirement or separation (Cited in para C–3*a*.)

##### **10 USC 611**

Convening of selection boards (Cited in para C–2*a*.)

##### **10 USC 615**

Information furnished to selection boards (Cited in para 7*a*(2).)

##### **10 USC 638**

Selective early retirement (Cited in G–6*d*.)

##### **10 USC 1722**

Career development (Cited in para F–1*d*.)

##### **10 USC 1732**

Repealed. Pub. L. 116–92, div. A, title VIII, §861(j)(5), Dec. 20, 2019, 133 Stat. 1519 (Cited in para F–1*i*.)



## **Section II**

### **Related Publications**

A related publication is a source of additional information. The user does not have to read it to understand this publication. Unless otherwise indicated, all Army publications are available on the Army Publishing Directorate website at <https://armypubs.army.mil>. DoD publications are available on the Executive Services Directorate website at <https://www.esd.whs.mil>. USCs are available on the USC website at <https://uscode.house.gov>.

#### **AR 25–30**

Army Publishing Program

#### **AR 600–8–2**

Suspension of Favorable Personnel Actions (Flag)

#### **AR 600–9**

The Army Body Composition Program

#### **AR 630–10**

Absence without Leave, Desertion, and Administration of Personnel Involved in Civilian Court Proceedings

#### **DoDI 6000.13**

Accession and Retention Policies, Programs, and Incentives for Military Health Professions Officers (HPOS)

#### **UCMJ**

Uniform Code of Military Justice (Available at [www.ucmj.us](http://www.ucmj.us).)

#### **10 USC 613a**

Nondisclosure of board proceedings

#### **10 USC 619**

Eligibility for consideration for promotion: time-in-grade and other requirements

#### **10 USC 624**

Promotions: how made

#### **10 USC 637**

Selection of regular officers for continuation on active duty

#### **10 USC 1293**

Twenty years or more; warrant officers

#### **10 USC 7233**

Requirements of exemplary conduct

#### **10 USC 7311**

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**

Unless otherwise indicated, DA forms are available on the Army Publishing Directorate website (<https://armypubs.army.mil>).

#### **DA Form 67–10–1**

Company Grade Plate (O1–O3; WO1–CW2) Officer Evaluation Report

**DA Form 67-10-2**

Field Grade Plate (O4-O5; CW3-CW5) Officer Evaluation Report

**DA Form 67-10-3**

Strategic Grade Plate (O6) Officer 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 by the MOI to meet the needs of the Army.

*b. Number selected.* Before a board convenes or reconvenes, the DCS, G-1 or a designee (normally the DMPM) will set the number of officers to be selected (for example, selection capability and skill or specialty selection goals or requirements). After a promotion board convenes, but before it recesses, the DCS, G-1, or a designee, may adjust the number of officers to be selected (overall selection capability), the skill or specialty selection goals, or selection requirements, to include board notes, to reflect changes in the population under consideration or strength in a particular skill or specialty against projected requirements.

*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 in the board MOI to ensure relative consistency of selection opportunity across all skill and specialty areas or to support projected force structure needs.

*d. Below the zone selection capability (does not apply for promotion to captain).* Selectees from below the zone (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 (AZ) officers compete equally. Many officers in the promotion zone are not selected because of selection constraints.

*f. Joint duty selection objectives.* When reviewing the records of officers who are serving in (SI) or have served (HS) in Joint duty assignments, the board should ensure appropriate consideration is given to the Joint duty assignment performance and bear in mind the Joint promotion objectives described below. However, these Joint promotion objectives are not mandatory selection requirements and should not be interpreted as modifying the board's duty to select the best qualified officers from the total considered population.

(1) Officers who are SI or HS on the Joint Staff are expected, as a group, to be promoted to the next higher grade at a rate not less than the rate for officers of the Army in the same grade and competitive category who are SI or HS on HQDA Staff.

(2) Officers who have been designated as a Joint Qualified Officer (JQO) are expected, as a group, to be promoted to the next higher grade at a rate not less than the rate for all officers of the Army in the same grade and competitive category under consideration by each board.

(3) Officers who are SI or HS within the Office of the Secretary of Defense are expected, as a group, to be promoted at a rate not less than the rate for officers in the Army in the same grade and competitive category who are SI or HS on Headquarters Staff, HQDA.

*g. Army Acquisition Corps selection objectives/goals.* By law, promotion rates for officers in the Army Acquisition Corps (AAC) are expected, as a group, to be promoted at a rate not less than the rate for all line (or the equivalent) officers in the Army in the same grade. These promotion objectives are not mandatory selection requirements and should not be interpreted as modifying the board's duty to select the best qualified officers from the total considered population.

*h. Recall programs.* Some officers may have returned to active duty as part of a 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. Disclosure of information.* The proceedings of warrant officer promotion selection boards, officer promotion selection boards, and special selection boards may not be disclosed to any person not a member of the board, except as

authorized or required to process the report of the board and certify exemplary conduct and as otherwise stated in law, regulation, or this policy notice.

*j. Reordering for promotion.* Merit-based reordering for the promotion list is as follows:

(1) Top Tier officers will be promoted on the first month of the promotion cycle. Top Tier officers will be published on a separate alphabetical list from the remaining considered population.

(2) Officers selected AZ will be promoted on the second month of the promotion cycle.

(3) Boards will utilize guidance from the MOI to produce merit-based re-order lists. The remaining officers selected in the primary zone will be equally distributed and promoted across the remaining 10 months of the promotion cycle according to the date of rank.

## **B-2. Retirement or separation dates**

Some officers under consideration have approved voluntary or involuntary retirements or separations as noted in their 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, in calculating the board's selection capability.

## **Section II**

### **Fully Qualified Promotions**

#### **B-3. Fully qualified**

The term "fully qualified" describes an officer who is qualified professionally and morally, has demonstrated integrity, is physically fit, and is capable of performing the duties expected of an officer within their career field and skill qualifications in the next higher grade. A fully qualified board has no numerical constraints on the number of officers recommended for promotion.

#### **B-4. General procedures**

*a. Phase 1: Identify fully qualified officers in and above the zone.* Each board member will evaluate the entire record of each officer under consideration. Officers will be identified who are fully qualified and who are not fully qualified for promotion. Fully qualified officers are those 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 their current grade and career field. The board will set aside for further review to records of officers whose conduct or performance merits consideration for possible involuntary separation.

*b. Phase 2: 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, are recommended under AR 600-8-24 to show cause for retention on active duty, elimination proceedings, and for separation.

(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**

#### **B-5. Fully and best qualified**

Under 10 USC 624, officers recommended for promotion must be both "fully qualified" and "best qualified" for promotion. Therefore, for the purpose of this board, the terms "best qualified for promotion" and "best 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 their career field and skill qualifications in the next higher grade. 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 SECARMY instructions.

*a. Opt-In.* The Army can better recognize and manage talent in the officer corps by allowing officers, captain through lieutenant colonel, to volunteer (Opt-In) to Promotion Selection Boards prior to their primary year of consideration for selection. Officers requesting to Opt-in for early consideration by a promotion selection board must meet the criteria outlined in the MILPER message for the board concerned.

*b. Opt Out.* Pursuant to 10 USC 619, officers in the grades of first lieutenant, captain, major, and lieutenant colonel may request to opt out of promotion selection board consideration for the next higher grade. To ensure the best alignment of Army and officer needs, the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)) will establish the specific elements that will be weighed when an officer requests to opt out of consideration. HRC will publish those elements in the initial military personnel message announcing each affected promotion selection board. Officers may request to opt out of promotion consideration when they meet the established conditions for the affected board. Officers have three bases for a request. They may request to opt out when they—

(1) Need to accept or complete an assignment of significant value to the Army. Significant assignments will be recommended by the Commander, HRC and vetted and approved by the ASA (M&RA).

(2) Must complete an ongoing funded resident advanced civilian education program.

(3) Must complete a career progression requirement (as defined in DA Pam 600–3 or DA Pam 600–4) that is delayed by either a priority assignment or civilian education.

(4) Requests to opt out of consideration will follow the instructions published in the MILPER by HRC concerning the board. The ASA (M&RA) may delegate authority to approve requests to a level no lower than O–7/first tier member of the senior executive service after consultation with the Army General Counsel. The approvals will be based on the previously stated conditions and the best interests of the Army and the officer.

(5) Officers who were previously considered for the next grade but not selected for promotion are not eligible to request to opt out of subsequent considerations. Officers whose records are flagged pursuant to AR 600–8–2 must have the basis of the flag adjudicated and cleared or waived by the ASA (M&RA) to be eligible to request to opt out of promotion consideration. An officer may make two requests to opt out at each grade from first lieutenant to lieutenant colonel, and each request will cover only the next subsequent selection consideration. Additional requests to opt out of consideration at the same grade will be managed by exception. Approved requests to opt out of promotion consideration will become part of the performance portion of the officer's official file and will contain the approved justification for the delayed consideration.

## **B–6. 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 produce 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 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 their 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 selectees below the zone that opted in for consideration.*

(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 MOI guidance regarding maximum BZ selections.

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

### *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, competitive category, and Joint duty objectives and determining whether any goals, objectives, or requirements have not been met.

## HQDA Policy Notice 600-2

(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 SI or who HS in Joint duty positions; and if appropriate consideration was not given, re-voting the record of the officer and adjusting 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 considered by the board who are SI, or HS, 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 considered by the board who have been designated as a JQO 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.

3. Officers considered by the board who are SI or HS 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 SI or HS on the Headquarters Staff, DA.

4. Officers considered by the board selected for the AAC are expected, as a group, to be promoted at a rate not less than the rate for all line (or the equivalent) officers in the Army in the same grade. These promotion objectives are not mandatory selection requirements and should not be interpreted as modifying your duty to select the best qualified officers from the total considered population.

(c) If career field selection requirements have not been met, add 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 AZ.
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 AZ, displacement of officers on the tentative selection list who do not fill a career field selection requirement with fully qualified officers who satisfy the requirement is acceptable. This will be performed by displacing individuals 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, add 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 is provided, 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 AAC selection objectives, that board will discuss in the board's report the procedures taken to ensure that Joint duty officers received appropriate consideration and provide an analysis of factors that contributed to the shortfall. The board will also address any other matters that affected the consideration of Joint duty officers. A comparison between the selections rate for AAC officers and the force sustainment competitive category, and between the selection rate for an aggregate of the ACC (both in the zone and below the zone), will be included in the statistical summary enclosure to the board after action review.

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

### *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 recommended under AR 600-8-24 to show cause for retention on active duty, for elimination proceedings, and for separation.

- (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**

### **Fully Qualified Promotions—Special Branches**

#### **B-7. Special branches fully qualified**

The term “fully qualified” is defined as an officer that is qualified professionally and morally, has demonstrated integrity, is physically fit, and is capable of performing the duties expected of an officer with their career field and skill qualifications in the next higher grade. These boards have no numerical constraints on the number of officers recommended for promotion.

#### **B-8. Promotion to captain**

For promotion to CPT for special branches (Judge Advocate General’s Corps (JAGC) and Chaplain Corps (CH)), 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. 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-9. General procedures**

*a. Phase 1: Identify fully qualified officers in and above the zone.* 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 their current grade and career field. 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 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 recommended under AR 600–8–24 to show cause for retention on active duty, for elimination proceedings, and for separation.

(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—Special Branches**

#### **B-10. Special branches fully qualified and best qualified**

As a matter of law, officers recommended for promotion must be “fully qualified” and “best qualified” for promotion. Therefore, for purposes of this type of 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. 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 the MOI.

#### **B-11. 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 their 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 below the zone selectees.*

(1) Each board member will review the entire record of each officer who opted in for BZ consideration 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 AZ.

*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 AZ.

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

*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 recommended under AR 600–8–24 to show cause for retention on active duty, for elimination proceedings, and for separation.

(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 VI**

### **Fully Qualified Promotions—Chief Warrant Officers**

#### **B–12. Chief warrant officers fully qualified**

The term “fully qualified” is defined as a WO who is qualified professionally and morally, has demonstrated integrity, is physically fit, and is capable of performing the duties expected of an officer with their career field and skill qualifications in the next higher grade. A fully qualified board has no numerical constraints on the number of WOs recommended for promotion.

#### **B–13. General procedures**

*a. Phase 1: Identify fully qualified warrant officers in and above the zone.* Each board member will evaluate the entire record of each WO under consideration. WOs 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. A WO who is not fully qualified for promotion may be qualified for



duty in their current grade and career field. The board will set aside for further review the records of WOs whose conduct or performance merits consideration for possible involuntary separation.

*b. Identify show cause.*

(1) The board will reconsider the records of WOs identified for possible involuntary separation and identify those WOs who, in the opinion of the majority of the board, will be recommended under AR 600–8–24 to show cause for retention on active duty, for elimination proceedings, and for separation.

(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 VII**

### **Best Qualified Promotions—Chief Warrant Officers**

#### **B–14. Chief warrant officers first considered**

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

#### **B–15. General procedures**

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

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

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

(3) The board will identify WOs who are fully qualified and who are not fully qualified for promotion. Fully qualified WOs 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. A WO who is not fully qualified for promotion may be qualified for duty in their current grade and career field.

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

*b. Phase 2: Identify potential below the zone selectees.*

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

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

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

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

(5) The board will integrate the tentative BZ selectees into the relative standing list of WOs in and AZ.

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

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

(2) The board will review the statistical summaries of MOS and determine whether any goals or requirements have not been met.

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

1. Each MOS selection requirement is satisfied.

2. No additional WOs fully qualified for promotion who hold the required MOS exist in or AZ.

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

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

#### **HQDA Policy Notice 600-2**

(3) If all MOS requirements have been met and additional selection capability remains, the board may add fully qualified WOs 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 WO under consideration, it may revote the officer's file and, if necessary, adjust the final relative standing lists and the selection lists.

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

(6) The board's collective judgment is the final determination of a WO's qualifications to meet the Army's needs. Each member has an equal vote in the process.

##### *d. Phase 4: Identify show cause.*

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

(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

SELCON 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 SELCON have failed to be selected for promotion, selection constraints may preclude promotion of capable officers.

*b.* When the SELCON period expires, previously continued officers will be discharged (Regular Army officers) or released from active duty (other than Regular 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 not met.

*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, unless sooner discharged or retired under other provisions of law or regulation. They will then be retired (if they apply) or discharged unless the SECARMY allows the officers to continue beyond that date to the statutory maximum.

*e.* The board will produce two attest rosters: one for those officers recommended for continuation, and one for those officers not recommended for continuation. Major (MAJ) SELCON boards will also include, as an enclosure to the board report, a roster that identifies those officers who are not continued and are projected to be between two and four years of qualifying for retirement on the date the officers would have been discharged. The DCS, G-1, or their designee, may amend this list as necessary to accurately reflect those officers who are within 2 to 4 years of qualifying for retirement on the date the officer would have been discharged.

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

*g.* The SECARMY may set specific number select objectives by branch/specialty based on the needs of the Army for all SELCON boards prior to the convene date of the board. These select objectives may be adjusted until the recess date of the board by the DCS, G-1, or their designee, the DMPM.

#### 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 in order to be continued on active duty after a second failure of selection for promotion.

*b.* CPTs and MAJs who are not selected for promotion two or more times but are not within 6 years of retirement eligibility at the beginning of the continuation period may be considered for SELCON 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. In considering CPTs and MAJs for SELCON, the board will recommend officers deemed "fully qualified" or "fully and best 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 and best 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.

*c.* MAJ SELCON criteria include the following:

(1) DoD policy requires that all Regular Army MAJs within 2 to 6 years of retirement eligibility be given the opportunity to be considered by a SELCON board.

(2) Selectively continued MAJs within 6 years of qualifying for retirement will be continued on active duty until eligible for retirement under the provisions of 10 USC 7311 (unless sooner discharged under other provisions of law or regulation).

(3) Army policy dictates that Regular Army and other than Regular Army officers be treated with parity wherever possible; therefore, the board must consider all MAJs who are twice non-selected and within 6 years of retirement eligibility.

(4) MAJ deemed "not fully qualified" and who will not be within six years of retirement eligibility as of the date on which they would otherwise be discharged will not be recommended for continuation.

### **C–3. Warrant officer selective continuation requirements**

*a.* Subject to the needs of the Army, WOs in the grade of chief warrant officer two (CW2), CW3, and chief warrant officer four (CW4) must be selected for continuation by a board convened under 10 USC 573, 10 USC 580, 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 SELCON will be continued on active duty in their current grade for a period of service as determined by the SECARMY, 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 may be extended past 20 years of active service, to remain on active duty until the SELCON period is complete.

*c.* CW2s, CW3s, and CW4s who are recommended for SELCON may not be continued on active duty beyond 30 years of active WO service, or 30 years of active service.

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

### **C–4. Fully qualified for selective continuation**

The board may recommend officers considered to be fully qualified for SELCON. 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 their current grade. The board president has no authority to constrain the board from recommending for SELCON fully qualified officers whom the majority finds best qualified to meet the needs of the Army as defined in the MOI.

### **C–5. General procedures for fully qualified for selective continuation board**

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

(1) 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 SELCON.

(2) The board may set aside for further review the records of officers whose conduct or performance merits consideration for possible involuntary separation. If the board is comprised of the same members and considering officers of the same grade and competitive category for promotion, and immediately preceding the board identified officers for possible involuntary separation, the board does not need to make a new determination on those officers.

*b. Phase 2: 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 recommended under AR 600–8–24 to show cause for retention on active duty for elimination proceedings, and for separation.

(2) If the board comprised of the same members and considering officers of the same grade and competitive category for promotion immediately preceding the board identified officers for possible involuntary separation, it does not need to make a new determination on those officers.

(3) 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.

### **C–6. Fully qualified and best qualified**

For purposes of the board, officers recommended for continuation must be both “fully qualified” and “best qualified” for continuation. A best qualified board recommends the best officers of those fully qualified officers for continuation. Therefore, for purposes of this board, the terms “best qualified for continuation” and “best and fully qualified for continuation” are synonymous. In all cases, the board will satisfy itself that an officer is qualified professionally and morally, has demonstrated integrity, and is capable of performing the duties expected of an officer with his or her career field and skill qualifications in his or her grade.

### **C–7. General procedures for fully qualified and best qualified board**

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

(1) Each board member will evaluate the entire record of each officer and award a numerical score to assess each officer’s continuation 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 considered officers by merging each board member’s scores.

(3) The board will identify officers who are fully qualified and who are not fully qualified for SELCON. Fully qualified officers are those, by definition, whose demonstrated performance unequivocally warrants their continuation in their current grade.

(4) The board may set aside for further review the records of officers whose conduct or performance merits consideration for possible involuntary separation. If the board comprised of the same members and considering officers of the same grade and competitive category for promotion immediately preceding the board identified officers for possible involuntary separation, the board does not need to make a new determination on those officers.

*b. Phase 2: Identify those best qualified for selective continuation.*

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

(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 –

(2) Each career field requirement is satisfied.

(3) No additional officers fully qualified for continuation in that career field exist within the considered population.

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

(1) If there is 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.

(2) 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 continuation and will not exceed the maximum selection capability.

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

*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 recommended under AR 600-8-24 to show cause for retention on active duty, for elimination proceedings, and for separation.

(2) If the board comprised of the same members and considering officers of the same grade and competitive category for promotion immediately preceding the board identified officers for possible involuntary separation, the board does not need to make a new determination on those officers.

(3) 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 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 as well as the files of officers selected for promotion to colonel (COL) from BZ. These officers' records will not be compared with those currently under consideration. The review of deferred officers' records 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 negative 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 senior service college (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 (Regular Army (RA) only). Revalidated principals can be slated for foreign schools.
    - (d) Officers selected for promotion to COL from BZ will be validated, administratively placed at the top of the OML, and counted as filling principal vacancies (RA only).
    - (e) Officers selected for COL Centralized Selection List (CSL) command or key billet who have not attended, or been selected to attend SSC will be administratively placed at the top of the OML in alphabetical order, to be 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) The board's collective judgment is the final determination of an officer's qualifications to meet the Army's needs. Each member has an equal vote in this process.
  - (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 recommended under AR 600–8–24 to show cause for retention on active duty, for elimination proceedings, and for separation.
    - (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 precludes future consideration for SSC attendance.

##### 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), 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	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 temporary duty inside and outside of Australia.
Brazilian Superior War College (Escola Superior de Guerra)	COL	Branch/functional area immaterial	Portuguese	The college is located in Rio de Janeiro, Brazil. The program consists of high-level studies in politics, strategy, and national security affairs.
Canadian Senior Service College, Toronto, Canada	COL	Branch/functional area immaterial	English	The 43 week program is designed to prepare officers for strategic leadership responsibilities in the development, direction, and management of national security and defense policy. The focus of this rigorous educational program is at the strategic level and specifically includes the study of strategic leadership, national security policy, and strategic planning.
France-Joint Defense College	COL	Branch/functional area immaterial	French	The course trains officers who will be assigned important duties to the highest levels of defense. It gives political-military and strategic training in the areas of operations, preparation for future, organization of the armed forces and international aspects of defense related issues; encouraging reflection of students in the area of general strategy and to this end it facilitates the national and international opening in the civilian and military sectors; it carries out studies on themes that are selected by the Joint staff; it contributes to the influence of the advanced military education and military strategic thinking through exchanges with foreign counterparts. The course develops political/military culture and a broadening of the decision makers of the high-level administration as well as of the civil society. The aim for the student is to understand his/her environment, to move with ease within it and to bring his/her level of reflection up to that of the chief of defense. Consequently, students must have a potential for promotion to the rank of North Atlantic Treaty Organization one star general in the 2 to 4 years coming after the training.
National Institute for Defense Studies, Tokyo, Japan	COL	Branch/functional area immaterial	Japanese (2+/2+)	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	Branch/functional area immaterial	Spanish	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 hemi- sphere.
Italy-Institute for Advanced Defense Studies	COL	Branch/functional area immaterial	Italian	The intent of this program is to develop international expertise among senior leaders and general staff officers in international, strategic, political, military, and economic arenas. Course studies include defense industry visits, Joint projects, guest speaker lectures, and group dynamics. Students conduct extensive travel to allied industrial facilities in Europe, as well as fact-finding tours to North Atlantic Treaty Organization and the European Union in Brussels. Students participate in Centro Alti Studi per la Difesa (CASD) instruction, faculty development programs, and engage directly with approximately 90 guest speakers representing the highest levels of government and industry. Students conduct CASD research into a topic that contributes to the overall course theme. Other opportunities for research include: security and international stability system; terrorism; global challenge; armed conflicts law; communication and negotiation; and international relations.
Korean National Defense University, Seoul, Korea	COL	Branch/functional area immaterial	Korean (2+/2+)	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	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. Due to the force protection environment, this is an unaccompanied tour.
The Royal College of Defence Studies, London, England	COL or lieutenant colonel (promotable) (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.



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

School	Grade	Branch	Language	Course description
The Royal Jordanian College of National Defence Studies, Amman, Jordan	COL	Branch/functional area immaterial	Arabic (2+/2+)	The mission of the course is to prepare senior officers and officials of the United Kingdom and other countries, and future leaders from the private and public sectors, for high responsibilities in their respective organizations, by developing their analytical powers, knowledge of defense, and international security, and strategic vision. There is temporary duty inside and outside of the United Kingdom.
Malaysian Armed Forces Defence College	COL or LTC	Branch/functional area immaterial	English	The college offers a high level of security and military studies as well as academic efforts in the strategic security and international affairs realm. Course is conducted jointly by the Malaysian Armed Forces Defence College and the University Kebangsaan Malaysia.
Swiss International Training Course, Geneva, Switzerland	COL/LTC	Branch/functional area immaterial	English	International Training Course 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 multi-lateral diplomacy, or in arms control.

## Section II

### Intermediate Level Education

#### D-3. General procedures

In addition to the usual procedures listed below, the board may be tasked to consider officers for ILE 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.* 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.

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

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

(3) 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 the records of officers selected for promotion to MAJ from BZ. The review of deferred officer's records will not be compared with those currently under consideration, and 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.

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

(4) Officers selected for promotion to MAJ from BZ will be compared with those currently under consideration, and will be integrated into the OML by competitive category.

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

*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 recommended under AR 600–8–24 to show cause for retention on active duty, for elimination proceedings, and for separation.

(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**

<b>School and attendees allowed</b>	<b>Grade</b>	<b>Branch</b>	<b>Language</b>
Argentina: Escuela Superior de Guerra	CPT(P)/MAJ	Immaterial	Spanish (2/2/2)
Australia: Command and Staff College	CPT(P)/MAJ	Immaterial	English
Brazil: Escola de Commando e Estado– Maior do Exercito	CPT(P)/MAJ	Immaterial	Portuguese (2/2/2)
Canada: Joint Forces Command and Staff Programme at the Canadian Forces Com– mand and Staff College	CPT(P)/MAJ	Immaterial	English
France: Joint Staff Course at the College Interarmees de Defense	CPT(P)/MAJ	Immaterial	French (2/2/2)
Bangladesh: Defense Services Command and Staff College at Bangladesh	CPT(P)/MAJ	Immaterial	English
Germany: German Armed Forces Staff Course Fuehrungsakademie Der Bun– deswehr	CPT(P)/MAJ	Immaterial	German (2/2/2)
United Kingdom: Army Staff College	CPT(P)/MAJ	Immaterial	English
Japan: Japanese Ground Self–Defense Staff Course at the National Defense Academy of Japan	CPT(P)/MAJ	Immaterial	Japanese (2/2/2)
Italy: The Joint Services Staff Course Isti– tuto di Stato Maggiore Interforze	CPT(P)/MAJ	Immaterial	Italian (2/2/2)
Baltic Defense College at Tartu, Estonia	CPT(P)/MAJ	Immaterial	French/Dutch (2/2/2)
Belgium: Superior Staff Course at the Bel– gian Royal Military Academy	CPT(P)/MAJ	Immaterial	French/Dutch (2/2/2)

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

<b>School and attendees allowed</b>	<b>Grade</b>	<b>Branch</b>	<b>Language</b>
Chile: Army War Academy of Chile	CPT(P)/MAJ	Immaterial	Spanish (2/2/2)
Ireland: Military College of the Irish Defense Forces Training Centre	CPT(P)/MAJ	Immaterial	English
Kuwait: Mubarak Al-Abdullah Leadership and Joint Staff College	CPT(P)/MAJ	Immaterial	English
Netherlands: Joint Command and General Staff Course at the Neatherlands Defense College	CPT(P)/MAJ	Immaterial	Dutch (3/3/3)
Singapore: Goh Keng Swee Command and Staff College	CPT(P)/MAJ	Immaterial	English
Spain: Spanish Command and Staff Course at the Superior de las Fuerzas Armadas	CPT(P)/MAJ	Immaterial	Spanish (2/2/2)
New Zealand: Defense Force Joint Command and Staff College	CPT(P)/MAJ	Immaterial	English

## Appendix E

### Command/Key Billet Selection

#### E–1. General

a. Selection for brigade/battalion command and key billet positions is one of the most important decisions the Army makes. Leaders at this level are critical to the accomplishment of the Army’s mission for a variety of reasons: they play a crucial role in the retention of our finest officers, ensure the mission success of their units, and comprise the primary source of future general officers and strategic leaders. Therefore, the Army must select adaptive and innovative leaders who can both lead the Army enterprise and generate results within Joint and Interagency environments.

b. In furtherance of the SECARMY’s prioritization of talent management, the Chief of Staff, Army (CSA) implemented an additional step to the ACC command and key billet CSL process: the Colonels Command Assessment Program and Battalion Commander Assessment Program. The purpose of these command assessment programs (CAPs) are to expand the Army’s understanding of each officer’s talents and assess their strategic leadership potential and readiness for command. These CAPs will consider the results of the CSL board; cognitive, non-cognitive, physical, written, and verbal assessments; and a series of interviews. The Army will use the CAP results to inform principal command selects, alternate command selects, and removal of officers from command consideration. Leading Soldiers in command and key billets is an extraordinary privilege, and the CAP will improve the Army’s selection process for these mission essential assignments.

c. While the CAP provide additional, relevant information, the cornerstone of command and key billet selection remains the CSL board. It is the most heavily weighted component of the CSL selection process, as raters and senior raters provide important insights into an officer’s performance and potential. It also serves as basis for an officer’s CSL OML if that officer is exempted from attending a CAP. Furthermore, if worldwide mission requirements precluded execution of a CAP for an entire cohort in the future, the CSL Board OML would become the CSL OML. Based on this, the CSL board members serve a critical role in determining who our next generation of key leaders will be.

d. Commanders and key billet leaders must be committed and willing to examine and develop new solutions in an uncertain and complex world. Board members should give special attention to officers who are innovative, proactive, and can adapt amidst uncertainty and ambiguity.

e. Officers must possess military bearing and have sound strength and endurance to sustain emotional health and conceptual abilities under prolonged stress. They must project confidence and inspire trust. Leaders must possess the ability to grow and thrive in the face of challenges and be resilient, able to recover quickly from unexpected setbacks while maintaining a mission and organizational focus.

f. 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. 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.

g. Attendance at an SSC or ILE is not a prerequisite for command/key billet selection; however, officers who decline SSC attendance are not eligible for command/key billet.

h. Officers selected for COL-level command/key billet positions may be required to complete SSC prior to assuming command, even if it requires deferring officers from the command/key billet. ACC officers in the grade of LTC and COL who assume command/key billet without successful completion of SSC require an exception to policy approved by the Vice Chief of Staff, Army in accordance with AR 350–1.

i. Those recommended for command/key billet must have demonstrated ability to lead and care for Soldiers and must have performed exceptionally well in previous assignments. The Officer Personnel Management System (OPMS) is producing highly successful officers at the field grade level. All commands are vitally important to the Army’s success in fighting and winning wars, and boards will give commands in table of distribution and allowances organizations equal consideration to commands in table of organization and equipment units. Board members must assess officers’ records on the basis of performance rather than on the circumstances that may have dictated the type of OPMS command to which the officer was assigned.

#### 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 a single OML of all officers competing for command/key billet category and one for alternates.

(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 and, if applicable, the files of officers selected for promotion to LTC or COL from BZ. Deferred officers' records 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 in any other command/key billet category or as an alternate.

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

(4) Officers competing on multiple boards will be selected for one of the boards by CG, HRC after taking into account the OML garnered at each board, a skills and experience match, and the officer's preference.

*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 recommended under AR 600-8-24 to show cause for retention on active duty, for elimination proceedings, and for separation.

(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 capability manager**

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

*b.* The CG, TRADOC charters capability managers for systems management of high-priority materiel systems. The capability manager 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

### Acquisition Corps Centralized Selection List for Key Billets

#### F–1. General

*a.* Selection for key billet positions is one of the most important decisions the Army makes. Leaders at this level are critical to the accomplishment of the Army’s mission for a variety of reasons: they ensure the mission success of their units, and comprise the primary source of future general officers and strategic leaders. Therefore, the Army must select adaptive and innovative leaders who can both lead the Army enterprise and generate results within Joint and Interagency environments.

*b.* In furtherance of the SECARMY’s prioritization of talent management, the Army Acquisition Executive – the Assistance Secretary of the Army for Acquisition, Logistics, and Technology – has implemented an additional step to the AAC command and key billet CSL process: the Acquisition Leader Assessment Program. The purpose of the assessment program is to expand the Army’s understanding of each leader’s talents and to assess their strategic leadership potential and readiness for key billets. These programs will consider the results of the CSL board; cognitive, non-cognitive, physical, written, and verbal assessments; and a series of interviews. The Army will use the results to inform selects. Leading Soldiers and civilians in command and key billets is an extraordinary privilege, and the assessment program will improve the Army’s selection process for these mission essential assignments.

*c.* While the assessment provides additional, relevant information, the cornerstone of command and key billet selection remains the CSL board. It is the most heavily weighted component of the CSL selection process, as raters and senior raters provide important insights into a leader’s performance and potential.

*d.* CSL for key billets will be made without regard to military or civilian status, except as required in this policy notice or a board MOI specific to the selection board. This open selection process will be conducted to ensure compliance with language in 10 USC 1722: “The Secretary of Defense will 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.

*e.* 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.

*f.* Portfolios, programs, and priorities of the Army’s acquisition enterprise will vary. The Board’s efforts will be focused on identifying the best qualified officers and civilians to fill these CSL key billets.

*g.* Board members should evaluate the entire acquisition experience of each applicant when making their recommendations. Leadership skills, performance, potential, acquisition experience, education, and training will all be considered.

*h.* Attendance at a SSC is not a prerequisite for CSL key billet selection.

*i.* All eligible Army Medical Department (AMEDD) officers who have met the requirements of 10 USC 1732 for membership in the AAC and have earned the Additional Skill Identifier 8Z may be considered for the Acquisition Corps CSL key billet 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.

*j.* Civilian considerations are as follows:

(1) Board members must understand and accept that the military and civilian evaluation/rating systems are different. Civilian candidates are required to have at least one senior rater potential evaluation (SRPE) in their file to compete for a CSL key billet. Prior to the board, members will receive an approved briefing regarding the content of civilian personnel files, civilian evaluation systems and the SRPE.

(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 leadership potential necessary to perform successfully in positions that demand greater accountability and responsibility in the same manner as they would for an officer’s file.

(3) The resume is the civilian candidate’s opportunity to highlight work experiences, skills, accomplishments, and recognition that are key indicators to their preparation and success as an acquisition leader.

(4) 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. The decisions of the board will be weighed in the same terms with the following considerations:

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

(b) 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 U.S. Army Acquisition Support Center.

(c) The board must be aware that evidence of many of the attributes identified in this Headquarters Policy Notice framework may be difficult to identify in civilian records (for example, leadership skills and abilities, empathy, 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. Acquisition Centralized Selection List key billet selection (military and civilian)**

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.

(c) The board will identify officers/civilians who are qualified and best qualified.

(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 key billet selection. 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 selection status.

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

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

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

(b) The board's collective judgment is the final determination of a candidate's qualifications to meet the Army's needs. Each member has an equal vote in this process.

## **F–3. Acquisition Centralized Selection List key billet selections (military specific situations)**

All eligible AAC officers, who choose to compete, will be considered for all CSL key billets. 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/civilians ensuring the MOI selection requirements are met.

(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 key billet. 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).

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

(3) Upon favorable review, deferred officers will be placed at the top of the OML in alphabetical order.

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

(1) On the basis of the projected vacancies by MOI selection requirements, the board will tentatively identify officers from the OML who are best qualified for selection.

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

*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 recommended under AR 600–8–24 to show cause for retention on active duty, for elimination proceedings, and for separation.

(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. Declination.*

(1) In the event of declination, the officer will be removed from the CSL key billet list with prejudice, and be unable to compete for future opportunities.

(2) Declination with prejudice remains only while the officer remains in the military. This disqualification will not extend into a former military officer's civilian career.



## 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 quality officers who must be retired early. Early retirement will be recommended for a specified number of officers, 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 and it will not be presumed that more senior officers are less successful or that junior officers are inexperienced.

b. The board will not consider records of officers who have either their 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 before recess to reflect changes in the considered population or strength requirements.

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 compared with the needs of the Army.

e. 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 by an officer that have not been set aside by the proper authority.

(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 in 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 will be carefully screened to ensure that certain matters retained in the restricted file for historical record purposes 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. Goals and requirements

The board will strive to meet the selection requirements and goals established in the MOI.

###### G-3. General procedures

a. *Phase 1: Evaluate and score files.* 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.

*b. Phase 2: Establish an order of merit list.* 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.

*c. Phase 3: Identify officers who are selected for early retirement.*

(1) From the Phase 2 OML, the board will tentatively identify officers who are to be recommended for selective early retirement based on the select objective specified in the MOI to the board.

(2) Officers will be added to the selective early retirement list in reverse order of merit until all selection requirements are satisfied.

(3) The list of officers tentatively recommended for selective early retirement will contain the number specified in the MOI to the board.

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

(5) The board's majority vote is the final determination of an officer's qualifications to meet the Army's needs. Each member has an equal vote in this process.

#### **G-4. Warrant officer selective retirement board**

*a.* The SERB is a difficult board because of the number of quality WOs who must be retired early. Early retirement will be recommended for the number of WOs 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 and it will not be presumed that senior WOs are less successful or that junior WOs are inexperienced.

*b.* The board will not consider records of WOs 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 WOs 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 before recess to reflect changes in the considered population or strength requirements.

*d.* WOs may write the board president requesting selection for early retirement. Because WOs 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 compared with the needs of the Army.

*e.* 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 officer that have not been set aside by the proper authority.

(b) DASEB filing of unfavorable information.

(c) Promotion list removal documents when the WO 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 in 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 WOs being considered will be carefully screened to ensure that certain matters retained in the restricted file for historical record purposes 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 WO.

(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-5. Goals and requirements**

The board will strive to meet the selection requirements and goals established in the MOI.

## **Section II**

### **Officer Separation Boards and Enhanced Selective Early Retirement Boards**

## **G-6. General**

a. Boards convened to consider officers (including warrant officers) for involuntary separation or early retirement will recommend a 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 is not a factor.

b. The board will review an officer's performance in the AMHRR which will include portions of the restricted file (if one exists), the record brief or equivalent report, and authorized communications from officers in the zone of consideration.

c. 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 officer that have not been set aside by proper authority.

(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 files of the officers being considered have been carefully screened to ensure that certain matters retained in the restricted file for historical record purposes 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 involuntary discharge or early retirement.

d. These boards will be convened under the authority of 10 USC 611, 638, 638a, 573, 581, and 580a to permit the consideration of Regular Army officers for involuntary separation or early retirement.

e. Officers with approved unqualified resignation requests or officers planning to submit requests for unqualified resignations will remain in the OSB considered population unless the resignation effective date is prior to the OSB convene date. If an officer is selected for discharge by the OSB and the effective date of the officer's resignation is after the mandatory discharge date designated by the SECARMY, the officer's discharge date will be adjusted to no later than the mandatory discharge date designated by the SECARMY.

f. Officers with approved retirements or retirement eligible officers planning to submit retirement requests will remain in the considered population for the ESERB, unless their retirement effective date is prior to the convene date of the board. If selected for early retirement by the ESERB, officers will be retired on a date determined by the SECARMY. Officers selected for early retirement who will have 18 or more years (216 months) of Active Federal Service (AFS) and less than 20 years (240 months) AFS, will be retained until retirement eligibility (20 AFS) is obtained. Officers with approved voluntary retirement requests who are selected for early retirement may retire at their previously approved effective date if the date is earlier than the date determined by the SECARMY.

g. Numerous factors can affect the considered population, a particular career field, AOC, MOS, or skill, and the number to be recommended for involuntary discharge or early retirement. 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 to accommodate unforecasted changes in officer inventories without the prior concurrence of the Under Secretary of Defense (Personnel and Readiness).

## **G-7. Board process**

a. *Phase 1: Establish the order of merit list.*

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(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 recommended for involuntary discharge or retirement based on the number 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.

*c. Phase 3: Identify officers to meet Regular Army/Other than Regular Army guidance.*

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

(2) The board will review the OML to determine whether the number of Regular Army officers tentatively recommended for involuntary discharge or early retirement exceeds selection objectives as provided in the MOI. If the number of Regular Army officers tentatively recommended for involuntary discharge or early retirement exceeds select objectives, the board will remove, in order of merit, a sufficient number of regular officers from the tentative recommended list for involuntary discharge or early retirement to ensure that the total number of regular officers recommended does not exceed MOI objectives.

*d. Phase 4: Identify officers who are to be recommended for involuntary discharge or early retirement.*

(1) The board will ensure that the list of officers tentatively recommended for involuntary discharge or early retirement 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 revote the officer's file, if desired, and if necessary, adjust the final OML and the selection list. At the conclusion of the deliberation process, the board will conduct a formal vote to ensure that no officer is recommended for involuntary discharge or 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.

(3) The board will ensure that the number recommended for involuntary discharge or early retirement complies with that specified minus those officers removed in accordance with Phase 3.

## Section III

### Lieutenant Retention Board

#### G-8. Affiliation

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

#### G-9. Regular Army probationary and voluntary indefinite status selection capability

*a.* The board will consider for retention on active duty in Regular 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 Regular Army officers, that they have not completed 5 years of active commissioned service by date of separation).

**G-10. Eligible Regular Army and other than Regular Army officers**

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

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

## Appendix H

### Officer Personnel Management

#### H–1. Officer Personnel Management System

Each career field in the competitive categories 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 CSA and the SECARMY. Therefore, board members considering competitive category 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 carefully consider the following situations:

*a. Operational factors.* Previously accepted rules and conventions regarding personnel management timelines may change over time. While 24 months in key positions has traditionally been optimal, performance and demonstrated potential in these positions is what is important, not the number of months spent in that position. View an officer's experience not in terms of one key assignment, but as a combination of many assignments over time.

*b. Consideration in competitive categories for officers.* Competitive categories are established to manage the career development and promotion of certain groups of officers whose specialized education, training, or experience, and often relatively narrow utilization, make separate career management desirable.

(1) ADL officers in the grade of second lieutenant (2LT) through CPT compete for promotion in the following competitive categories:

- (a) ACC includes all basic branch and functional area officers in the grades of 2LT through CPT.
- (b) Medical Services Corps (MS).
- (c) Army Medical Specialist Corps (SP).
- (d) Veterinary Corps (VC).
- (e) Army Nurse Corps (AN).
- (f) Medical Specialist Corps (MC).
- (g) Dental Corps (DC).

(2) ADL officers in the grade of MAJ through COL compete for promotion in the following competitive categories:

- (a) Operations.
- (b) Operations support.
- (c) Force sustainment.
- (d) Information dominance.
- (e) CH.
- (f) JA (Judge Advocates).
- (g) MS.
- (h) SP.
- (i) VC.
- (j) AN.
- (k) MC.
- (l) DC.

*c. Consideration in competitive categories for warrant officers.* Warrant officers on the ADL will compete for promotion in the following categories:

- (1) Aviation.
- (2) Technical services.

#### H–2. Assignment considerations

All assignments are important to sustain a trained and ready Army. Each Army career field places unique demands on the officer corps and serves an important Army need. The absence of combat experience, or support of deployed forces, for example, will not be a basis for non-selection.

*a. Cyber assignments.* Board members should consider the criticality of the emerging cyber mission and give appropriate consideration to successful cyber experiences in the overall evaluation of an officer's record. Board members should look for officers who have served successfully in cyber-related positions, some of whom may possess the E4 skill identifier, and have received significant training in cyber defense, offense, and/or network operations.

*b. Recruiting experience/assignments.* Maintaining the quality of this force is essential to the long-term health of the Army. It is every leader's responsibility. Board members should consider the unique nature and demands of a recruiting assignment and give it appropriate consideration in the overall evaluation of each officer's record. Strong leadership, effective communication, interpersonal skills, and outstanding military bearing are most important as these commanders represent the Army in many exceptionally high profile venues across the Nation and around the world.

*c. Afghanistan Pakistan Hands Program.* The APH Program was developed to create greater continuity, focus, and persistent engagement across the battlefield. The APH Program had developed and used a cohort of experts who speak the local language, are culturally attuned, and had focused on the problem for an extended period of time. These individuals had developed valuable combat and nation-building skills under stressful conditions that should be retained and used for future application. APH Program assignments may not be typical of the officer's traditional career path, but are considered vital to the successful joint prosecution of overseas contingency operations and the National Defense Strategy.

*d. Transition teams.* Transition teams perform an extremely important function in overseas contingency operations. 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 members of the teams serve as advisors as well as the coalition link to force enablers for the command group and their staff. 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.

*e. Provincial reconstruction teams.* PRTs assist foreign governments in stabilizing the countries, encouraging international and non-governmental organizations to operate in rural areas, and facilitating reconstruction. Their primary functions focus on the coordination of the reconstruction process, identification of reconstruction projects, conducting change assessments, and liaising with regional commanders. Members of the PRTs work closely with provincial governors, local leaders and elders, foreign ministers, the United Nations, and other international agencies. PRTs operate in remote areas where other non-governmental organizations traditionally have no presence, providing a more stable and secure environment and a tangible oversight of central government programs.

*f. Soldier Recovery Unit and Army Recovery Care Program.* SRUs were established to ensure our wounded, ill, and injured Soldiers receive timely and coordinated medical care and to ensure successful transitions either back to the force or back to their community as productive citizens. The operating environment in a SRU is extremely challenging and assignment to a SRU as a cadre member carries with it significant responsibility. Cadre who serve in SRUs must demonstrate superior maturity and possess exceptional leadership, communication, and problem solving skills. A successful tour as a SRUs commander or executive officer is recognized as a key developmental position; other cadre positions are considered broadening assignments which enable officers to be assigned to challenging leadership positions in future assignments.

*g. Sexual Harassment/Assault Response and Prevention Program assignments.* The Army's SHARP program exists so that the Army can prevent incidents of sexual harassment and sexual assault before they occur. The SHARP program mission is to promote an Army culture and command climate that ensures adherence to the Army Values and ensures that every Army team member will be treated with dignity and respect at all times and in all circumstances. Board members should consider the sensitive nature and emotionally critical demands of these positions and give appropriate consideration in the overall evaluation of each officer's file. Leaders in these billets assist in providing unity of effort for sexual harassment and sexual assault prevention efforts across the Army.

*h. Sexual assault response coordinator.* SARCs are a point of contact at an installation or unit who oversee the SHARP Program for the installation or unit. SARCs oversee sexual assault awareness, prevention, and response training; coordinate medical treatment, including emergency care, for victims of sexual assault; and track the services provided to a victim of sexual assault from the initial report through final disposition and resolution.

*i. Victim advocate.* VAs provide non-clinical crisis intervention, referral, and ongoing non-clinical support to adult sexual assault victims. VAs also provide information to victim(s) on options and resources available (for example, medical, legal, and chaplain).

*j. Reserve Officers' Training Corps assignment/affiliations.* Officers in these assignments partner with universities to recruit, educate, develop, and inspire senior ROTC cadets in order to commission officers of character for the Total Army. In this capacity, these officers are critical to ensuring the Army accesses the most capable and fit young men and women to meet its future leadership requirements. These officers also partner with high schools to conduct Junior ROTC, developing citizens of character for a lifetime of commitment and service to the nation.

*k. Inspector general duty.* Officers nominated for assignment as an IG are personally approved by The Army IG 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. 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.

*l. 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 United States Military Academy (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.

*m. Attachés.* In addition to being the representatives of the SECARMY 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.

*n. Reserve Component duty.*

(1) RC units (both Army National Guard (ARNG) and the U.S. Army Reserve (USAR)) are a vital part of the Army, comprising over 50 percent of America's Army. Assignments with RC units contribute to an officer's understanding of the unique roles played by both the USAR and the ARNG in our total Army mission. Such assignments are seen as career enhancing for those who hold them, partly because there are a limited number of these opportunities, and because they confer an advantage in understanding the processes and capabilities that are unique to our RC. 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 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 RA/RC duty serve in leadership positions within the continental United States Armies (CONUSA) and integrated training support (TS) divisions, brigades, and battalions.

(3) The CONUSA enhance combat readiness of the RC by employing the capability of the TS divisions to increase RC units' ability to execute missions throughout the full spectrum of military operations. Officers assigned to TS brigades and TS battalions 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 TS 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 RA and RC units to deploy in support of peacekeeping and stability operations, the CONUSA responsibility for mobilization has increased to provide both observer controller augmenters 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 Chemical, Biological, Radiological, Nuclear, and high-yield Explosives threats. Officers also fill positions with Field Training Groups aligned with ARNG divisions to coach, teach, and mentor ARNG division staffs. The board should understand the challenging nature of RA/RC duty and provide appropriate consideration in the overall evaluation of each officer's record.



*o. U.S. Army Recruiting Command commanders.* Board members will consider the unique nature and demands of these commands when selecting officers for promotion to COL. 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 Regular 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. There are a number of challenges these skilled leaders accept as they work to train and motivate their commands to succeed in recruiting America's Army.

*p. Joint duty assignments.*

(1) The Army's ability to coordinate operations with the other Services is vital to our warfighting capability. As such, board members will give appropriate consideration to the performance of officers who are SI or HS 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 gauge for how well the Army is keeping its commitment to quality in making Joint duty assignments.

*q. Academy professors (United States Military Academy (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 Army wide 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.

*r. Foreign affairs officers (Functional Area 48).* 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.

*s. Army astronauts.* These officers are selected for assignment to the Houston National Aeronautics and Space Administration (NASA) Detachment who are in training to compete for selection by 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. 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.

*t. Security Force Assistance Brigade.* Some of the Army's best officers have been selected for critical assignments at the combat training centers and with the SFABs. Officers chosen for these assignments are some of our best trainers, most competent tacticians, and finest teachers/mentors in the Army. These leaders have a direct influence in improving the warfighting readiness and lethality of the U.S. Army or foreign allies/partners, and have proven vital to the Army's success.

### **H-3. Army Medical Department officer personnel management**

*a. Army Medical Department consists of six distinct competitive categories of officers in line with the six Army Medical Department Corps (Army Nurse Corps, DC, Medical Specialist Corps, Medical Services Corps, Army Medical Specialist Corps, Veterinary Corps).* Within the AMEDD, assignments and education patterns of certain specialties 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.

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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 the Army benefits from this educational development. However, because opportunity for schooling while on active duty is limited, the absence of such periods will not be considered adverse. General considerations for AMEDD competitive categories are described below. A detailed description of each competitive category's capabilities and expectations can be found in DA Pam 600–4.

*b. Eligible populations.* Eligible populations consist of officers who are in health services. 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.

*c. Accession.* Officers are accessed into the AMEDD through various accession sources, making the AMEDD unique in terms of career management for non–due course officers. These accession routes include: Officer Candidate School (OCS), Health Profession Scholarship Program, Financial Assistance Program, Civilian Education Delay, direct accessions fully qualified and licensed in their respective specialty, USAR or ARNG accessions to active duty, ROTC, USMA, branch transfers both voluntary and involuntary, and inter-service transfers from other uniformed service components.

*d. General considerations for all Army Medical Department competitive categories.*

(1) 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) The AMEDD has many "non–due course" officers. These are officers who, by virtue of their education and training are given constructive credit for entry grade determination under the provisions of DoDI 6000.13, entering the force at a grade other than 2LT.

(3) 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.

(4) Officers with research career patterns generally have advanced 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.

(5) 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.

(6) The board will not establish selection for, or attendance at, ILE as a criterion for selection for promotion and should recognize that attendance at Professional Military Education is an indicator for grades above major.

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

(8) 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 PM positions, which are centrally selected with duties equating 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.

(9) Board certification is a positive indicator of advanced professional excellence within an individual health care discipline. Special consideration should be given to MC and DC (see para H–3f(1), below).

*e. 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.

*f. Medical Corps and Dental Corps.*

(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 are limited.

#### **H-4. Chaplain personnel management**

The Chief of Chaplains is charged by the CSA to manage the religious support program of the Army, which includes Chaplain Personnel Management. As a result, CH assignments for CHs must meet the religious support requirements of the Army and to ensure denominational, grade, skill, and quality balance.

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

b. Most CHs are assigned area of concentration 56A (command and unit chaplains). Exceptions include CHs trained and certified as Clinical Pastoral Education or Family Life supervisors. Such CHs are assigned area of concentration 56D in recognition of their special training, skill, knowledge, abilities, and the need to closely monitor their assignments and careers.

c. The Army is a multiethnic, multi-faith, pluralistic environment. Within this context, while keeping within the tenets of their individual faiths, CHs perform or provide ministry 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. Religious pluralism requires supervisory chaplains to possess the leadership capabilities necessary to supervise CHs from various faith groups in a sensitive and professional manner. Requirements for seminary training and pastoral experience prior to entry on active duty result in significant variations in CH age. As a result, age is not a significant factor among CHs with the same date of rank and similar military experience.

d. Some CHs have substantial prior service but few OERs as chaplains. In such cases, a pattern of outstanding nonchaplain OERs followed by equally good CH OERs generally indicates high potential. It is likewise not unusual for CHs to be rated by other CHs of the same grade. Therefore, no adverse inferences will be drawn from either of these situations.

e. Some officers under consideration by the board may have been assigned to RC duty before becoming CHs. RC units are a significant and vital part of our Total Army Warfighting 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. Judge Advocate General's Corps personnel management**

##### *a. General considerations.*

(1) JAs receive their commissions from a number of sources, including ROTC, USMA, OCS, and by direct appointment. The source of a JA's commission will not be a factor in determining potential for service at a higher grade or attendance at ILE or SSC.

(2) Some JAs may have substantial prior service but few OERs as JAs prior to a promotion or other board. In such cases, a pattern of outstanding non-JAs OERs followed by equally good JAs evaluations generally indicates high potential, and each type of evaluation should be given equal weight.

(3) Military judges, defense counsel, and counsel representing the government and victims serve critical roles in the military justice process. These military justice professionals further good order and discipline by ensuring the fair administration of justice. Board members should draw no adverse inference as a result of a JA's role in executing these duties.

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(4) JA officers do not generally serve in traditional command assignments. A JA 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). A JA whose file does not reflect experience in leadership roles should not be disadvantaged.

(5) It is not unusual for JAs to be rated by another JA of the same grade. No adverse inference will be drawn because a JA has received a rating from an officer of the same grade.

(6) Regular Army JAs may be assigned to RC units. These officers 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. Evaluations for JAs in support of RC units should be given equal weight to evaluations in support of Regular Army units.

(7) JAs focus their legal practice on six core legal areas of practice: administrative and civil law; military justice; contract and fiscal law; national security law; Soldier and family legal services; and Trial Defense Services.

*b. Specialties.* In order to accomplish today's mission while preparing for an uncertain future, JAs must be capable of performing successfully across a broad spectrum of legal disciplines, at any location, in roles appropriate for this grade. Most JA assignments span various organizational levels and core discipline practice areas. Certain JA assignments, however, require specialists in areas including, but not limited to, acquisition law, international law, labor law, criminal law, medical law, environmental law, claims, and other emerging areas of the law. Specialized expertise may be developed by successive assignments in a particular discipline. Specialization may be identified through additional skill identifiers, professional development proficiency codes, or a JA's assignment history. Board members should consider the JAGC's vital interest in retaining legal specialists, and those JAs whose file reflects specialized assignments should not be disadvantaged.

*c. Professional military education.* Board members should be aware of the unique professional military education track of JAs—

(1) A Master of Laws degree (LL.M.) is an additional postgraduate degree that may be obtained after the Juris Doctor degree. All JAs receive an LL.M. in military law upon completion of the resident Judge Advocate Graduate Course. Some JAs complete an additional LL.M. at their own or Government expense, in a particular legal discipline. These JAs contribute to the pool of talent for specialized areas of practice.

(2) The JA selection for resident ILE is highly competitive. JAs attend the training later than competitive category officers and many attend near, or after, promotion to LTC.

(3) Most JAs who complete ILE do so at the satellite course locations. Some JAs complete ILE through the Army Distributed Learning course.

(4) The JA selection for resident SSC is highly competitive. Moreover, enrollment in the AWC Distance Learning Program is limited. Consequently, many highly qualified JAs are unable to attend or enroll in an SSC.

(5) Board members should draw no adverse inference when JAs complete ILE and/or SSC without attending the resident course.

## H-6. Warrant officer personnel management

### *a. Definitions.*

(1) *Warrant officer one.* An officer appointed by warrant with the requisite authority pursuant to assignment level and position given by the President of the United States. 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.* 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.* 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, re- sources, 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.* 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.* CW5s are commissioned officers with the requisite authority pursuant to assignment level and position as given by the President of the United States. 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. *Warrant officer 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.

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(1) *Warrant officer one/Chief warrant officer two.* After graduating from WOCS, the new WO1 must attend the warrant officer 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) *Chief warrant officer three/chief warrant officer four.* WOs should attend the resident portion of their proponent controlled WOAC not later than one 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 should attend the Warrant Officer Staff Course (WOSC) conducted at the WOCC not later than one 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) *Chief warrant officer five.* Upon selection to the grade of CW5, WOs should attend the Warrant Officer Senior Staff Course (WOSSC) no later than one year after their promotion to CW5. 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 warrant officer occupational qualifications, professional development, critical life cycle assignments, and utilization.* For information on these areas, refer to the branch specific references identified throughout DA Pam 600-3.

## Appendix I

### Reporting Requirements

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

##### a. Board report to the Secretary of the Army.

(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 SECARMY—

- (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) *Merit-based.*
- (b) *Recommended. (report will include merit-based officers)*
- (c) *Not recommended.*
- (d) *Not fully qualified.*
- (e) *Recommended for show cause.*

(3) The board will include the certification required 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 SI or HS 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 retention on active duty or for elimination.

(5) The board will preface the list as follows: *Recommended 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 recommended 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, ethnicity, gender, and skill or specialty selection results, as appropriate. The DA SEC for DA selection boards will provide appropriate formats. Additionally, the board will address any shortfalls in meeting any requirements and goals.

##### b. After action report.

(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 DA SEC 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 of officers whom the board has recommended to show cause for retention on active duty or for elimination.

(b) 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.

(c) 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. Major selective continuation boards—board reports prior to recess**

- a. For the board report to the SECARMY, the board will submit a separate report for each competitive category—
  - (1) Recommended for continuation.
  - (2) Not recommended for continuation.
  - (3) Not recommended for continuation and are projected to be between two and four years of qualifying for retirement on the date the officers would have been discharged.
- 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."
  - (3) *Not recommended and are projected to be between two and four years of qualifying for retirement on the date the officers would have been discharged.* No statement required.

**I-3. Captain selective continuation boards—board reports prior to recess**

- a. For the board report to the SECARMY, the board will submit a separate report for each competitive category—
  - (1) Recommended for continuation.
  - (2) Not recommended for continuation.
- 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."

**I-4. 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 Regular 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 Regular Army probationary/VI status.
  - (2) An alphabetical listing of all officers not recommended for retention on active duty in Regular 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 Regular 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 MOI. In the opinion of the majority of the members, the officers named on the enclosure(s) are qualified for continued Regular 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 MOI. In the opinion of the majority of the members, the officers named on the enclosure(s) are not considered qualified for Regular 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 MOI. 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 CPT promotion/retention selection board."

#### **I-5. School boards—reports prior to recess**

a. The reports will show each officer's name, rank, social security number, 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) *Senior service college.*

(a) *Army competitive category.*

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) *Chaplain Corps, Judge Advocate General's Corps, and Army Medical Department officers.*

1. An alphabetical list of principals combined and by branch and OML of alternates combined and 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) *Intermediate level education (for all eligible career fields).*

(a) An OML of selectees for each branch.

(b) An alphabetical list of principals and alternates.

(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, for elimination proceedings, or for separation.

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 DA SEC 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 for retention on active duty or elimination.

**I-6. Command/key billet boards—reports prior to recess**

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

(1) Lists will include each officer's name, rank, social security number, 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 selects by category and one alternate OML list.

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

(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 DA SEC 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, for elimination proceedings, or for separation.

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 DA SEC 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 for retention on active duty or for elimination. 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-7. Army Acquisition Corps Centralized Selection List key billet—board reports prior to recess**

a. The selection lists below will show each officer's and civilian's name, rank, social security number (where required), 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. 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 and civilians 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 civilians and the requirements of the Army, has carefully considered the record of every officer and civilian whose name was furnished to it as specified in the instructions. In the opinion of the majority of the board members, the officers and civilians 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 recommended under AR 600-8-24 to show cause for retention on active duty, for elimination proceedings, and for separation.

d. For AAR—

(1) The board president will highlight the collective observations, concerns, and recommendations of the board with regard to the selection process. 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 DA SEC 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.

(c) Shortfall in qualification(s) requirements in the case of each officer selected as a 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-8. Retirement and separation boards—board reports prior to recess**

a. *Board report to the Secretary of the Army.*

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

(2) Preface the list of officers recommended for involuntary discharge (or early retirement) as follows: Recommended for involuntary discharge (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 MOI. In the opinion of the majority of the members, the officers named on the enclosure(s) are considered least qualified for retention on active duty. Therefore, they are recommended for involuntary discharge (or early retirement)."

(3) 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 DA SEC for DA selection boards will provide the appropriate formats.

b. *After action review to the Deputy Chief of Staff, 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 DA SEC 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 DA SEC for DA selection boards will provide appropriate formats.

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*c. Instructions to the Department of the Army 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 Acquisition Corps

**AAR**

after action report

**ABCMR**

Army Board for Correction of Military Records

**ACC**

Army Competitive Category

**ADL**

active duty list

**AFS**

Active Federal Service

**AMEDD**

Army Medical Department

**AMHRR**

Army Military Human Resource Record

**AN**

Army Nurse Corps

**AOC**

Advanced Operations Course

**APH**

Afghanistan Pakistan Hands

**AR**

Army regulation

**ARNG**

Army National Guard

**ASA (M&RA)**

Assistant Secretary of the Army (Manpower and Reserve Affairs)

**AWC**

Army War College

**AZ**

above the zone

**BZ**

below the zone

**CAP**

command assessment program

**CASD**

Centro Alti Studi per la Difesa

**CG**

Commanding General

**CH**

Chaplain Corps

**COL**

colonel

**CONUSA**

continental United States Armies

**CPT**

captain

**CSA**

Chief of Staff, Army

**CSL**

Centralized Selection List

**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

**DA SEC**

Department of the Army Secretariat

**DASEB**

DA Suitability Evaluation Board

**DC**

Dental Corps

**DCS**

Deputy Chief of Staff

**DMPM**

Directorate of Military Personnel Management

**DoD**

Department of Defense

**DoDI**

Department of Defense instruction

**ESERB**

enhanced selective early retirement board

**FA**

functional area

**FAO**

foreign area officer

**HQDA**

Headquarters, Department of the Army

**HRC**

U.S. Army Human Resources Command

**HS**

have served

**IG**

inspector general

**ILE**

intermediate level education

**JA**

Judge Advocate

**JAGC**

Judge Advocate General's Corps

**JQO**

Joint Qualified Officer

**LL.M.**

Master of Laws degree

**LTC**

lieutenant colonel

**MAJ**

major

**MC**

Medical Specialist Corps

**MOI**

memorandum of instruction

**MOS**

military occupational specialty

**MS**

Medical Services Corps

**NASA**

National Aeronautics and Space Administration

**NCO**

noncommissioned officer

**OCS**

Officer Candidate School

**OER**

officer evaluation report

**OML**

order of merit list

**OPMS**

Officer Personnel Management System

**OSB**

officer separation board

**PM**

project manager

**PRT**

Provincial Reconstruction Team

**RA**

Regular Army

**RC**

Reserve Component

**ROTC**

Reserve Officers' Training Corps

**SARC**

sexual assault response coordinator

**SECARMY**

Secretary of the Army

**SELCON**

selective continuation

**SERB**

selective early retirement board

**SFAB**

Security Force Assistance Brigade

**SHARP**

Sexual Harassment/Assault Response and Prevention

**SI**

serving in

**Soldier Recovery Unit**

**SP**

Army Medical Specialist Corps

**SRB**

selective retirement board

**SRPE**

senior rater potential evaluation

**SRU**

**SSC**

senior service college

**TRADOC**

U.S. Army Training and Doctrine Command

**TS**

training support

**UCMJ**

Uniform Code of Military Justice

**USAR**

U.S. Army Reserve

**USAREC**

U.S. Army Recruiting Command

**USC**

United States Code



**USMA**

United States Military Academy

**VA**

victim advocate

**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

**2LT**

second lieutenant

**Section II****Terms****Adjourn**

A board is adjourned when the approval authority acts on the board report. The DA SEC will notify the board members that their duties are terminated as soon as practicable thereafter, prior to the public release of the results.

**Best qualified**

Method when the board must recommend fewer than the total number of officers to be considered for promotion. However, no officer will be recommended under this method unless a majority of the board determines that he or she is fully qualified for promotion. As specified in the MOI for the applicable board, officers will be recommended for promotion to meet specific branch, functional area, or skill requirements if fully qualified for promotion.

**Convene**

A board is convened when, at the direction of an appropriate convening authority, the board president, members, and recorders have assembled and have been duly sworn to perform duties as members of the board.

**Fully qualified**

Method when the maximum number of officers to be selected, as established by the Secretary, equals the number of officers above, in, and below the promotion zone. Although the law requires that officers recommended for promotion be “best qualified” for promotion when the number to be recommended equals the number to be considered, an officer who is fully qualified for promotion is also best qualified for promotion. Under this method, a fully qualified officer is one of demonstrated integrity, who has shown that he or she is qualified professionally and morally to perform the duties expected of an officer in the next higher grade. The term “qualified professionally” means meeting the requirements in a specific branch, functional area, or skill.

**Officer**

For purposes of this policy notice, a commissioned officer or warrant officer on the ADL.

**Recess**

A board is in recess when the convening authority or designee suspends members from performing duties as members of the board prior to adjourning the board. When a board is in recess, members may be required to resume board duties and are subject to recall at any time.

**Reconvene**

A board may be reconvened to correct an error when the convening authority or designee determines the board acted contrary to law, regulation, or other guidelines, including the instructions provided to the board. When a board reconvenes prior to adjournment, the members of the board may resume their duties either in person or electronically at the direction of the convening authority or designee.

**By Order of the Secretary of the Army:**

**JAMES C. MCCONVILLE**  
General, United States Army  
Chief of Staff

Official:



**MARK F. AVERILL**  
Acting Administrative Assistant  
to the Secretary of the Army

**Distribution:**

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