Department of the Army
Memo 600–2

Personnel––General

Policies and Procedures for Active–Duty List Officer Selection Boards

Headquarters
Department of the Army
Washington, DC
24 September 1999

UNCLASSIFIED

SUMMARY of CHANGE

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Policies and Procedures for Active–Duty List Officer Selection Boards

By Order of the Secretary of the Army:

ERIC K. SHINSEKI
General, United States Army
Chief of Staff

Official:

JOEL B. HUDSON
Administrative Assistant to the Secretary of the Army

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Contents (Listed by paragraph and page number)

Purpose • 1, *page 1*
References • 2, *page 1*
Explanation of abbreviations and terms • 3, *page 1*
Oath • 4, *page 1*
Responsibilities • 5, *page 2*
Conduct of the selection board and disclosure of information • 6, *page 2*
Information to be considered or prohibited from consideration • 7, *page 2*
Criteria for selection • 8, *page 3*
Officer Evaluation Reports • 9, *page 3*

Appendixes

A. Officer Promotions, *page 6*

B. Selective Continuation, *page 9*

C. School Selection, *page 9*

D. Command Selection, *page 11*

E. Product/Project Manager and Acquisition Command Selection, *page 11*

F. Retirement, Retention, and Separation, *page 13*

G. Officer Personnel Management, *page 16*

H. Department of Defense Instruction NUMBER 1320.14, *page 21*

I. Reporting Requirements, *page 46*

*This memo supercedes DA Memo 600–2, dated 26 November 1993.

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RESERVED

1. Purpose

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

a. This memorandum will be enclosed with the convening authority's memorandum to the selection board membership to provide the board all general and categorical guidance for use in its deliberations. Information and guidance pertaining to a specific selection board, to include selection capability and skill guidance, will be provided as a separate enclosure to the convening authority's memorandum.

b. The first portion of this memorandum contains guidance that applies to all centralized selection boards. It provides the oath to the board members and recorders, explains the standards of conduct expected of board members, delineates information to be considered, outlines the criteria to use in deliberations, and establishes guidance to ensure fairness in the selection process. *Board–specific provisions in the body of this memorandum are highlighted in italics.* The appendixes provide guidance and procedures that pertain to specific categories of officers or types of selection boards. Board members will be advised by the convening authority which appendixes pertain to the board on which they are serving. Table 1–1 provides a guide to the appendixes to this memorandum.

2. References

a. Required publications are listed below.

(1) AR 600–8–24, Officer Transfers and Discharges. (Cited in appendixes A, B, C, D, E, F, G, and I).

(2) DODD 1320.14, Commissioned Officer Promotion Program Procedures. (Cited in para 6 and appendix H.)

b. Related publications are listed below.

(1) AR 600–9, The Army Weight Control, Program.

(2) AR 635–10, Processing Personnel for Separation.

(3) DA Pam 600–3, Commissioned Officer Professional Development and Utilization.

(4) DA Pam 600–11, Warrant Officer Professional Development.

(5) All Ranks Personnel Update.

(6) Evaluations Update.

(7) Officer Ranks Personnel Update.

(8) DODD 1320.7, Grades, Promotion Policies, Age, and Authorized Strengths in Grade for MC and DE Officers.

(9) Title 10, United States Code (10 USC).

3. Explanation of abbreviations and terms

a. Abbreviations.

(1) AAC . . . . . Army Acquisition Corps.
(2) AAR . . . . . after action report.
(3) ABCMR . Army Board for Correction of Military Records.
(4) ACC . . . . . Army Competitive Category.
(5) AER . . . . . AMEDD academic evaluation report.
(6) AMEDD . . . . . Army Medical Department.
(7) ANC . . . . . Army Nurse Corps.
(8) AOC . . . . . area of concentration.
(9) APMS . . . . . Assistant Professor of Military Science.
(10) AWC . . . . . Army War College.
(11) AWCCSCArmy War College Corresponding Studies Course.
(12) BZ . . . . . below the zone.
(13) CAS3 . . . . . Combined Arms and Services Staff School.
(14) CEL . . . . . civilian education level.
(15) CGSC . . . . . Command and General Staff College.
(16) CGSOC . . . Command and General Staff Officer Course.
(17) CHC . . . . . Chaplains Corps.
(18) CSA . . . . . Chief of Staff, Army.
(19) CSC . . . . . Command and Staff College.
(20) DA . . . . . Department of the Army.
(21) DCSPER . . . . . Deputy Chief of Staff for Personnel.
(22) DC . . . . . Dental Corps.
(23) DLPT . . . . . Defense Language Proficiency Test.
(24) DOD . . . . . Department of Defense.
(25) DODD . . . . . Department of Defense Directive.
(26) FAO . . . . . foreign area officer.
(27) HQDA . . . . . Headquarters, Department of the Army.
(28) JAGC . . . . . Judge Advocate General's Corps.
(29) KIDA . . . . . Korean Institute for Defense Analysis.
(30) MC . . . . . Medical Corps.
(31) MEL . . . . . military educational level.
(32) MOS . . . . . military occupational specialty.
(33) MSC . . . . . Medical Service Corps.
(34) MWO . . . . . Master Warrant Officer.
(35) MWOT . . . . . Master Warrant Officer Training.
(36) OCS . . . . . Officer Candidate School.
(37) OER . . . . . officer evaluation report.
(38) OML . . . . . order of merit list.
(39) OMPF . . . . . official military personnel file.
(40) OPMS . . . . . Officer Personnel Management System.
(41) ORB . . . . . officer record brief.
(42) OTRA . . . . . other than Regular Army.
(43) PA . . . . . Physician Assistant.
(44) PAP . . . . . Permanent Associate Professor.
(45) PERSCOM . . . . . U.S. Total Army Personnel Command.
(46) PM . . . . . product/project manager.
(47) PMS . . . . . Professor of Military Science.
(48) PMOS . . . . . primary military occupational specialty.
(49) RA . . . . . Regular Army.
(50) RC . . . . . Reserve Component.
(51) REFRAD . . . . . release from active duty.
(52) RIF . . . . . reduction in force.
(53) ROK . . . . . Republic of Korea.
(54) ROTC . . . . . Reserve Officers Training Corps.
(55) SA . . . . . Secretary of the Army.
(56) SERB . . . . . selective early retirement board.
(57) SPC . . . . . Army Medical Specialist Corps.
(58) SRB . . . . . selective retirement board.
(59) SSC . . . . . Senior Service College.
(60) SSN . . . . . Social Security Number.
(61) TRADOC . . U.S. Army Training and Doctrine Command.
(62) TSM . . . . . TRADOC System Manager.
(63) UCMJ . . . . . Uniform Code of Military Justice.
(64) USAF . . . . . United States Air Force.
(65) USMA . . . . . United States Military Academy.
(66) VC . . . . . Veterinary Corps.
(67) WO . . . . . warrant officer.

b. Terms. For purposes of this memorandum, the term "officer" means a commissioned or warrant officer on the Active Duty List.

4. Oath

Each board member, recorder, and administrative support personnel will take the following oath or affirmation:

"I , _____, I do solemnly swear (or affirm) that I will, without prejudice or partiality, and having in view both the special fitness of officers and the efficiency of the Army, perform the duties imposed upon me, and that I will not divulge the proceedings or results thereof pertaining to the selection or nonselection of individual officers except to proper authority."

5. Responsibilities

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

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

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

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

6. Conduct of the selection board and disclosure of information

Board members, recorders and administrative support personnel will maintain the integrity and independence of the board, and will foster the careful consideration, **without prejudice or partiality,** of all eligible officers. DODI 1320.14, provided at Appendix H, provides specific rules governing the conduct of promotion boards (other than WO) and the actions of promotion board personnel. The SA is the only person who may appear in person to address a promotion board on any matter. Promotion board members, recorders and administrative support personnel will read and comply with DODI 1320.l4. As a matter of policy, the guidance provided by DODI 1320.14 is made applicable to other boards, and a copy of that directive is provided to all boards. The following paragraphs govern the conduct of all other centralized selection boards and conform to the provisions of DODI 1320.l4.

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

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

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

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

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

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

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

7. Information to be considered or prohibited from consideration

a. The board file. The board will consider the following information, which will be provided by the secretariat for DA Selection Boards, in the board file for each officer under consideration: the performance portion of the officer's official military personnel file (OMPF); approved requests for voluntary retirement or separation and statements of notification of involuntary retirement or separation; documents provided in accordance with paragraphs b through d, below; official photo, if available; written communications, which may include the opinion of third parties about the officer concerned, submitted to the board by eligible officers; declination and disenrollment statements of professional development training; and officer record brief (ORB).

b. Access to the restricted fiche.

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

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

(3) *For SERBs, SRBs, and RIF boards: As outlined in appendix F, limited portions of the restricted fiche will be provided.*

c. Additional information.

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

(2) The DCSPER or his designee may approve written requests for exception (normally signed by a general officer) to permit the board to consider evaluation reports that have been accepted for filing in the OMPF but arrive at the U.S. Total Army Personnel Command (PERSCOM) after the announced cutoff date. The recorder will add such approved reports to the officer's board file and retain the written approval of the request for exception as a matter of record.

(3) If, before the board signs its board report, PERSCOM receives a document that is accepted for filing on the performance fiche of the OMPF of any officer under consideration by the board,

and the Commander, PERSCOM 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 Commander, PERSCOM will forward the document to the board for consideration. If the document is received by the board after the board has voted the officer's file, the board may, based on the documentation, revote the officer's file and, if necessary, adjust the officer's standing on the order of merit list (OML). The board recorder will add the document to the officer's board file and make the approval a matter of record.

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

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

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

g. Medical profiles. Board members will presume that officers with medical profiles have been determined to be medically qualified for assignment to any position commensurate with their designated career fields. In case of doubt, the board will notify the recorder who will bring this matter to the attention of proper authorities.

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

8. Criteria for selection

a. To fairly evaluate an officer's demonstrated professionalism or potential for future service, board members will review the entire record. No single factor should 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, or lack of integrity.

b. Do not place undue emphasis on the diversity of assignments or the level at which duties are performed. All assignments are important to sustain a trained and ready Army. The absence of command, combat experience, or support of deployed forces, for example, should not be a basis for nonselection. Because the Army's future combat strategy will be one of limited forward presence, quick and rapid power projection and expansibility, future conflicts will probably be of short duration. Many officers will not be involved, and the combat experience gained from participation in such conflicts will not be reflected throughout the officer corps. Do not penalize officers who did not get the opportunity to participate in combat.

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

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

(2) Military education and training. Evaluate the appropriateness and extent of military education and training as outlined in DA Pam 600–3 and DA Pam 600–11.

(3) Civilian education and training. Evaluate the appropriateness and extent of civilian education and training, especially that which has been obtained at the direction of the Army.

(4) Assignment history and professional development. Evaluate the officer's assignment history to assess his or her professional development. Duty descriptions on the ORB and officer evaluation report (OER) indicate developmental experience. DA Pam 600–3 and DA Pam 600–11 are general guides to help evaluate career field and skill qualifications.

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

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

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

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

(c) Concern for soldiers and families. Soldiers are the Army's most important resource. Select the officer who exhibits imagination in challenging subordinates; who treats soldiers, civilians, and their families with dignity and respect at all times; and who has sympathy and compassion for others' real individual and personal problems.

9. Officer Evaluation Reports

a. Civilian, Reserve Component (RC), or sister Service ratings should hold equal weight to those rendered by Active Army officials. The board should 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.

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

Table 1–1
Guide to appendixes

TYPE OF BOARD	APP A	APP B	APP C	APP D	APP E	APP F	APP G	APP H	APP I
Promotion: ACC CPT MAJ LTC COL	Sec 1 Sec 3						Sec 1	ALL	Sec 1
Promotion: MSC CPT MAJ LTC COL	Sec 1 Sec 4						Sec 2	ALL	Sec 1
Promotion: SPC CPT MAJ LTC COL	Sec 1 Sec 4						Sec 2	ALL	Sec 1
Promotion: ANC CPT MAJ LTC COL	Sec 1 Sec 4						Sec 2	ALL	Sec 1
Promotion: MC MAJ LTC COL	Sec 1 Sec 4						Sec 2	ALL	Sec 1
Promotion: DC MAJ LTC COL	Sec 1 Sec 4						Sec 2	ALL	Sec 1
Promotion: VC MAJ LTC COL	Sec 1 Sec 4						Sec 2	ALL	Sec 1
Promotion: CHC CPT	Sec 1 Sec 2						Sec 3	ALL	Sec 1
Promotion: CHC MAJ LTC COL	Sec 1 Sec 4						Sec 3	ALL	Sec 1
Promotion: JAGC CPT	Sec 1 Sec 2						Sec 4	ALL	Sec 1
Promotion: JAGC MAJ LTC COL	Sec 1 Sec 4						Sec 4	ALL	Sec 1
Promotion: WO CW3 CW4 CW5	Sec 1 Sec 5						Sec 5	ALL	Sec 1
CSC: ACC			Sec 2				Sec 1	ALL	Sec 4
CSC: AMEDD			Sec 2				Sec 2	ALL	Sec 4
SSC: ACC			Sec 1				Sec 1	ALL	Sec 4
SSC: AMEDD			Sec 1				Sec 2	ALL	Sec 4
SSC: CHC			Sec 1				Sec 3	ALL	Sec 4
SSC: JAGC			Sec 1				Sec 4	ALL	Sec 4
LTC Command: CA/CS/CSS				Sec 1			Sec 1	ALL	Sec 5
LTC Command: MSC/VC				Sec 1			Sec 2	ALL	Sec 5

Table 1–1
Guide to appendixes—Continued

TYPE OF BOARD	APP A	APP B	APP C	APP D	APP E	APP F	APP G	APP H	APP I
COL COMMAND/ TSM: CA/CS/CSS				ALL			Sec 1	ALL	Sec 5
COL Command: MSC/MC/DC/VC				Sec 1			Sec 2	ALL	Sec 5
LTC PM/ACQ CMD					ALL		Sec 1	ALL	Sec 6
COL PM/ACQ CMD					ALL		Sec 1	ALL	Sec 6
Selective Continuation: ACC		ALL					Sec 1	ALL	Sec 2
Selective Continuation: AMEDD		ALL					Sec 2	ALL	Sec 2
Selective Continuation CHC		ALL					Sec 3	ALL	Sec 2
Selective Continuation JAGC		ALL					Sec 4	ALL	Sec 2
SERB: ACC						Sec 1	Sec 1	ALL	Sec 7
SERB: AMEDD						Sec 1	Sec 2	ALL	Sec 7
SERB: CHC						Sec 1	Sec 3	ALL	Sec 7
SERB: JAGC						Sec 1	Sec 4	ALL	Sec 7
SRB: WO						Sec 1	Sec 5	ALL	Sec 7
RIF: ACC						Sec 2	Sec 1	ALL	Sec 7
RIF: AMEDD						Sec 2	Sec 2	ALL	Sec 7
RIF: CHC						Sec 2	Sec 3	ALL	Sec 7
RIF: JAGC						Sec 2	Sec 4	ALL	Sec 7
LT Retention: ACC						Sec 3	Sec 1	ALL	Sec 3

Appendix A
Officer Promotions

Section I
All Officer Promotions

A–1. General.

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

b. Before the board convenes, the DCSPER or his designee may increase or decrease the number of officers to be selected (for example, selection capability and skill or specialty selection goals or requirements) to reflect changes in the population under consideration or strength in a particular skill or specialty against projected requirements. After a promotion board convenes, the DCSPER may only decrease the number of officers to be selected (overall selection capability), but may increase or decrease skill or specialty selection goals or requirements. Normally this will be based on strength changes.

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

d. Below the Zone (BZ) Selection Capability. *(Does not apply for promotion to CPT or CW3.)* Selectees from BZ will count toward career field selection goals or requirements; however, officers may not be selected from BZ solely to satisfy a skill or specialty selection goal requirement or an equal opportunity goal. 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 shall give full and fair consideration to officers above the promotion zone. No one shall be nonselected for promotion solely because of a previous nonselection. Nonselection is not a stigma; in and above the zone officers compete equally. Many officers in the promotion zone are not selected due to selection constraints.

A–2. Retirement or Separation Dates.

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

Section II
Fully Qualified Promotions

A–3.

As a matter of law, officers recommended for promotion must be "fully qualified" and "best qualified" for promotion. You have no numerical constraints on the number of officers you recommend for promotion. Therefore for purposes of this board, the terms "best qualified for promotion" and "fully qualified for promotion" are synonymous. In all cases, the board should 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.

A–4.

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

A–5.

Use the following general procedures:

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

b. Next reconsider the records of officers identified for consideration for involuntary separation.

(1) Identify officers who, in the opinion of the majority of the board, should be required to show cause for retention on active duty under Chapter 2 (REFRAD of RC Commissioned and Warrant Officers), for elimination proceeding under Chapter 4 (Eliminations), or for separation under Chapter 5 (Miscellaneous Types of Separations), AR 600–8–24.

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

Section III
BEST QUALIFIED PROMOTIONS – ARMY COMPETITIVE CATEGORY

A–6.

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

A–7. Use the following general procedures:

a. Phase 1 (Identify fully qualified officers in and above the zone). The board will accomplish the following actions:

(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. Additionally, identify any officer whose conduct or performance merits consideration for involuntary separation.

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

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

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

b. Phase 2 (Identify potential BZ selectees) *(Does not apply for promotion to CPT)*

(1) Each board member will review the entire record of each officer from BZ and identify officers who merit consideration for accelerated promotion. Additionally, 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) Produce a relative standing list of potential BZ officers by merging board member's scores.

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

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

c. Phase 3 (Identify those best qualified for promotion)

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

(2) Review the statistical summaries of career field, singletrack, Army Acquisition Corps (AAC) and joint duty objectives. Determine whether any goals, objectives, or requirements have not been met.

(a) If the joint duty objectives have not been met in any category, review the files of officers in that category who were considered fully but not best qualified for selection. Ensure appropriate consideration has been given to the performance of officers who are serving in or who have served in joint duty positions. If appropriate consideration was not given, revote the record of the officer and adjust the relative standing of any officer whose score changed as a result of this revote.

(b) 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. Continue this process until:

1. Each career field requirement is satisfied;

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

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

(c) If any career field selection requirements remain unsatisfied after reaching the maximum selection capability and if officers fully qualified for promotion in that career field remain in or above the zone, displace officers on the tentative selection list who do not fill a career field selection requirement with fully qualified officers who satisfy the requirement. Displace 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.

(3) If any skill selection goals have not been met and if additional selection capability remains, the board may add fully qualified officers by order of merit to the selection list up to the maximum selection capability to meet or approach these goals.

(4) If all skill selection goals have been met and additional selection capability remains, the board may 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.

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

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

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

d. Phase 4 (Identify show cause)

(1) Reconsider the records of officers identified for possible involuntary separation. Identify officers who, in the opinion of the majority of the board, should be required to show cause for retention on active duty under Chapter 2 (REFRAD of RC Commissioned and Warrant Officers), for elimination proceedings under Chapter 4 (Eliminations), or for separation under Chapter 5 (Miscellaneous Types of Separations), AR 600–8–24.

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

Section IV
Best Qualified Promotions – Special Branches

A–8.

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

A–9.

Use the following general procedures:

a. Phase 1 (Identify fully qualified officers in and above the zone). The board will accomplish the following actions:

(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. Additionally, identify any officer whose conduct or performance merits consideration for involuntary separation.

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

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

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

b. Phase 2 (Identify potential BZ selectees).

(1) Each board member will review the entire record of each officer from BZ and identify officers who merit consideration for accelerated promotion. Additionally, 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) Produce a relative standing list of potential BZ officers by merging board member's scores.

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

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

c. Phase 3 (Identify those best qualified for promotion).

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

(2) Review statistical summaries of skill guidance. Determine whether any goals, objectives, or requirements have not been met.

(3) If skill guidance selection requirements are specified and have not been met, add fully qualified officers in the appropriate

career fields to the tentative selection list to satisfy the requirements. Continue this process until:

(a) Each career field requirement is satisfied;

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

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

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

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

d. Phase 4 (Identify show cause)

(1) Reconsider the records of officers identified for possible involuntary separation. Identify those officers who, in the opinion of the majority of the board, should be required to show cause for retention on active duty under Chapter 2 (REFRAD of RC Commissioned and Warrant Officers), for elimination proceedings under Chapter 4 (Eliminations), or for separation under Chapter 5 (Miscellaneous Types of Separations), AR 600–8–24.

(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 – Warrant Officers

A–10.

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

A–11.

Use the following general procedures:

a. Phase 1 (Identify fully qualified CWOs in and above the zone). The board will accomplish the following actions:

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

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

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

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

b. Phase 2 (Identify potential BZ selectees)

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

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

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

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

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

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

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

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

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

1. Each MOS selection requirement is satisfied;

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

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

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

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

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

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

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

d. Phase 4 (Identify show cause).

(1) Reconsider the records of CWOs identified for possible involuntary separation. Identify CWOs who, in the opinion of the majority of the board, should be required to show cause for retention on active duty under Chapter 2 (REFRAD of RC Commissioned and Warrant Officers), for elimination proceedings under Chapter 4 (Eliminations), or for separation under Chapter 5 (Miscellaneous Types of Separations), AR 600–8–24.

(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 B
Selective Continuation

B–1. Guidance.

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

b. By statute, Regular Army (RA) officers in the grade of CPT or MAJ must be selected for continuation by a board convened under 10 USC 611(b) to be continued on active duty after a second failure of selection for promotion.

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

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

e. Unless unusual circumstances exist, DOD policy requires that all RA MAJs within 6 years of retirement eligibility be continued.

f. Army policy dictates that RA and OTRA officers be treated with parity wherever possible; there fore, the board must continue all MAJs who are twice nonselected and within 6 years of retirement eligibility.

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

h. DOD policy also stipulates that an officer will not be involuntarily discharged (that is, not selectively continued) to circumvent show cause proceedings. Distinguish between officers who are considered fully qualified for continued service in grade and those who are continued in order to be processed for elimination proceedings under Chapter 4 or 5 of AR 600–8–24.

i. Officers selectively continued based on the recommendations of the board will be continued on active duty until first eligible for retirement unless sooner discharged or retired under other provisions of law or regulation.

Appendix C
School Selection

Section I
Senior Service College

C–1.

Use the following general procedures:

a. Phase 1 (Identify officers fully qualified for selection). The board will accomplish the following actions:

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

(2) Produce an OML of all officers by competitive category.

(3) Identify officers who are fully qualified and who are not fully qualified for selection.

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

b. Phase 2 (Identify those best qualified for selection).

(1) Based upon the selection capability, tentatively identify officers from the OML who are best qualified for selection.

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

c. Phase 3 (Identify show cause).

(1) Reconsider the records of those officers identified for possible involuntary separation. Identify those officers who, in the opinion of the majority of the board, should be required to show cause for retention on active duty under Chapter 2 (REFRAD of RC Commissioned and Warrant Officers), for elimination proceedings under Chapter 4 (Eliminations), or for separation under Chapter 5 (Miscellaneous Types of Separations), AR 600–8–24.

(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. 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.

e. Review files of officers previously selected but deferred from attendance and if applicable, officers selected for promotion to COL from BZ. Do not compare a deferred officer's record with those presently under consideration; limit the review 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).

(1) If a material change has occurred, reevaluate the file and if warranted, recommend revocation of school selectee status. If selection is revoked, the officer will be considered by future Senior Service College (SSC) selection boards provided otherwise eligible.

(2) Upon favorable review, deferred officer(s) will be placed at the top of the OML in alphabetical order.

f. Army Competitive Category (ACC) officers selected for promotion to COL BZ will be automatically selected for SSC and will be counted for all statistical purposes as principal selectees.

g. Resident SSC selection and Army War College Corresponding Studies Course (AWCCSC) selection are combined into one OML. The available AWCCSC quotas will be filled by applicants highest on the OML. Applicants who are on the latest ACC COL promotion list will be given priority. Enrollment in AWCCSC precludes future consideration for SSC attendance.

C–2. Foreign School Selection.

The designation of ACC officers to attend foreign schools is advisory only. The DCSPER may make changes to the foreign school slate in the interest of the Army and the individual officers concerned. Normally, the board may slate one officer from the resident principal list for each foreign school. The schools of Canada and Japan require two alternates each. The Inter–American Defense College requires seven alternates. Selection for foreign schools should not be limited to officers who are Foreign Area Officers (Functional Area 48). Officers selected should 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.

a. Canada– National Defense College.

(1) Grade: COL/LTC(P).

(2) Branch: Branch immaterial.

(3) Language: English. French is desirable, but not mandatory.

(4) A SSC–level course designed to prepare course members for

positions of higher responsibility through study of national and international affairs relating to the national security of Canada.

b. Japan – National Institute for Defense Studies

(1) Grade: COL/LTC

(2) Branch: Branch immaterial

(3) Language: Japanese. Minimum language ability as measured by a 2/2 on the Defense Language Proficiency Test (DLPT).

(4) A SSC level course dedicated to the study of Japanese Self–Defense Forces and the problems of Japanese national defense.

c. Washington D.C. – Inter–American Defense College

(1) Grade: LTC/COL

(2) Branch: Branch immaterial

(3) Language: Spanish (preferred), Portuguese acceptable provided the officer can be provided some Spanish training before attendance. Minimum acceptable language ability as measured by a 2/2 on the DLPT.

(4) A SSC level course dedicated to educating and developing selected military officers and civilian officials in political, military, social and economic disciplines in order to prepare them for future leadership responsibilities and to promote greater inter–American understanding and cooperation.

d. Korean Institute for Defense Analysis (KIDA)

(1) Grade: COL/LTC

(2) Branch: Branch immaterial

(3) Language: Korean. Minimum language ability as measured by 2/2 on the DLPT.

(4) Additional criteria: Masters degree and experience with or exposure to arms control.

(5) A regionally–oriented SSC fellowship designed to promote full and continuing understanding and cooperation in the search of arms control, operational and strategic analysis and long range defense planning. KIDA is an agency in the Republic of Korea (ROK) Ministry of National defense and is the major research and analysis agency in the ROK. The fellow will be involved in strategic research and study projects concerning the long–term security of Northeast Asia; strategic and operational issues affecting U.S./ROK alliance; warfighting and force structure issues related to the defense of the ROK; and arms control between North Korea and South Korea.

Section II
COMMAND AND STAFF

C–3.

Use the following general procedures:

a. Phase 1 (Identify officers fully qualified for selection). The board will accomplish the following actions:

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

(2) Produce an OML of all officers by branch/career field (and year group for ACC).

(3) Identify officers who are fully qualified and who are not fully qualified for selection.

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

b. Phase 2 (Identify those best qualified for selection).

(1) Based upon the selection capability tentatively identify officers from each OML who are best qualified for selection.

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

c. Phase 3 (identify show cause)

(1) Reconsider the records of those officers identified for possible involuntary separation. Identify those officers who, in the opinion of the majority of the board, should be required to show cause for retention on active duty under Chapter 2 (REFRAD of RC Commissioned and Warrant Officers), for elimination proceedings under Chapter 4 (Eliminations), or for separation under Chapter 5 (Miscellaneous Types of Separations), AR 600–8–24.

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

e. Review files of officers previously selected but deferred from attendance and if applicable, officers selected for promotion to MAJ from BZ. Do not compare an officer's record with those presently under consideration; limit the review 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).

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

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

f. ACC officers selected for promotion to MAJ from BZ will be automatically selected for CSC and will be counted for all statistical purposes as principal selectees.

C–4. Foreign School Selection.

The designation of ACC officers to attend foreign schools is advisory only. The DCSPER may make changes to the foreign school slate in the interest of the Army and the individual officers concerned. The schools of other nations include:

a. Argentina – Escuela Superior de Guerra (2d year) (Higher War College) (one principal, two alternates)

(1) Grade: CPT(P)/MAJ

(2) Branch: Combat Arms & Combat Support Arms (except Chemical Corps)

(3) Language: Spanish (2+/2+/2+)

b. Australia – Command and Staff College (one principal, two alternates)

(1) Grade: CPT(P)/MAJ

(2) Branch: Immaterial (provided tactically proficient).

(3) Language: English.

c. Brazil – Escola de Commando e Estado – Maior do Exercito (2d year) (one principal, two alternates)

(1) Grade: CPT(P)/MAJ

(2) Branch: Immaterial (Combat Arms preferred).

(3) Language: Portuguese (2/2/2)

d. Canada – Command and Staff College (two principals, four alternates)

(1) Grade: CPT(P)/MAJ

(2) Branch: Combat Arms (must have commanded a company and have served on brigade or higher staff)

(3) Language: French (2/2/2)

e. France – Ecole Superieur de Guerre (Higher War College) (one principle, two alternates).

(1) Grade: MAJ

(2) Branch: Immaterial (Combat Arms preferred, but if not Combat Arms must have solid tactics/operations background)

(3) Language: French (2/2/2)

f. France – Ecole Supeneur de Guerre, Interarmees (Joint Higher War College) (two principals, one alternate)

(1) Grade: CPT(P)/MAJ

(2) Branch: Immaterial (Combat Arms preferred, but if not Combat Arms must have solid tactics/operations background)

(3) Language: French (2/2/2)

g. Germany – Fuehrungsakademie (one principal, two alternates)

(1) Grade: CPT(P)/MAJ

(2) Branch: Combat Arms

(3) Language: German (2/2/2)

h. United Kingdom – Army Staff College (three principals, three alternates. No more than one principal and one alternate from any given branch.)

(1) Grade: CPT(P)/MAJ

(2) Branch: Infantry, Armor, Field Artillery, Air Defense, Aviation, Special Forces, or Combat Engineers (must have recent troop experience and strong operational background)

(3) Language: English

i. Japan – Japanese Ground Self–Defense Staff College (one principal, two alternates)

(1) Grade: CPT(P)/MAJ

(2) Branch: Immaterial (combat Arms preferred but if not Combat Arms must have a strong background in tactics/operations)

(3) Language: Japanese (2/2/2)

j. Italy – Italian Scoula Di Guerra (War College Superior Course) (one principal, two alternates)

(1) Grade: CPT(P)/MAJ

(2) Branch: Immaterial

(3) Language: Italian (2/2/2)

C–5. Constructive or Equivalent Credit.

Consider the records and applications of officers who have requested constructive or equivalent credit for CSC attendance. Current Army policy provides for constructive or equivalent credit for CSC attendance as follows:

a. Constructive credit may be granted in lieu of course attendance, based on duty–assignment history and past academic experiences. Individuals must possess the same skills and qualifications as course graduates.

b. Equivalent credit may be granted in lieu of course attendance, based on assignment as a course faculty member. Individuals must possess the same skills and qualifications as course graduates.

Appendix D
Command Selection

Section I
Command

D–1. General.

a. The projected number of command vacancies requiring principal selectees is subject to change until the list of recommended officers is announced to the field

b. Attendance at a SSC or a CSC is not a prerequisite for command selection.

c. Those recommended for command must have demonstrated ability to lead and care for soldiers and must have performed exceptionally well in previous assignments. Where officers have previously commanded, the criterion is how well an officer performed in such command, not the type of unit commanded. All command assignments are important. Table of organization and equipment and table of distribution and allowances commands carry equal weight.

D–2.

Use the following general procedures:

a. Phase 1 (Identify officers fully qualified for selection). The board will accomplish the following actions:

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

(2) Produce an OML of all officers for each command category.

(3) Identify officers who are fully qualified and who are not fully qualified for selection.

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

b. Phase 2 (Identify those best qualified for selection).

(1) Based upon the projected vacancies by command category, tentatively identify officers from the OML who are best qualified for selection in each command category.

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

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

c. Phase 3 (Identify show cause)

(1) Reconsider the records of those officers identified for possible involuntary separation. Identify those officers who, in the opinion of the majority of the board, should be required to show cause for retention on active duty under Chapter 2 (RFRAD of RC Commissioned and Warrant Officers), for elimination proceedings under Chapter 4 (Eliminations), or for separation under Chapter 5 (Miscellaneous Types of Separations), AR 600–8–24.

(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. Review files of officers previously selected but deferred from command. Do not compare a deferred officer's record with those presently under consideration; limit the review 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).

(1) If a material change has occurred, reevaluate the file and if warranted, recommend revocation of command–designated status.

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

Section II
U.S. Army Training and Doctrine Command Systems Manager

D–3.

Use the following general procedures.

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

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

c. Review the files of officers without regard to vacancies. Then select principals and alternates who are considered best qualified for each position. Establish a tentative OML for each position.

d. Develop OMLs of best qualified alternates to be considered for any subsequent unanticipated TSM vacancies or new starts.

Appendix E
Product/Project Manager and Acquisition Command Selection

E–1. General – Product/project manager selection.

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

b. Performance, field experience, training, education, and technical competence are vital. Officers will be considered for both acquisition command and PM. All AAC officers are eligible for all products/projects. Officers must understand tactics and be able to communicate that knowledge to the Office of the Secretary of Defense and the Congress. They must have credibility with proponent centers and field commanders. Officers selected for acquisition command must understand the broad scope of their responsibilities that in some cases transcend service boundaries and the overall impact of their commands on the readiness of the Army.

c. The Defense Acquisition Workforce Improvement Act requires completion of the Program Management Course at the Defense Systems Management College or equivalent PM course and 8 years of experience in acquisition prior to assignment as a manager of a major defense acquisition program. For significant non–major programs (Acquisition Category II), 6 years of experience in acquisition is required, in addition to the prescribed education, prior to assignment. The Act mandates that at least 2 years of the experience must have been performed in a "systems program office or similar organization." Only 1 year of academic education or training in acquisition will be counted toward fulfilling the acquisition experience requirement. Only in unusual circumstances will officers be selected as principals or alternates who do not meet these requirements. Alternate selectees for unanticipated PM vacancies must have at least 6 years of acquisition experience as of October 1, 1993. Principals and alternates selected for PM positions must have the required experience by the report date. To meet all contingencies, designate at least one officer for each position vacancy who is fully qualified in all statutory and DOD requirements.

E–2.

Use the following general procedures for PM selection.

a. Phase 1 (identify officers fully qualified for selection). The board will accomplish the following actions.

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

(2) Produce an OML of all officers without regard to positions to be filled.

(3) Identify officers who are fully qualified and who are not fully qualified for selection.

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

b. Phase 2 (Identify those best qualified for selection).

(1) Based upon the selection capability, tentatively identify officers from the OML who are best qualified for selection as PMs.

(2) A desk book will be provided containing position descriptions and desired attributes for selectees. The desired attributes are not position requirements that officers must possess for selection.

c. Review files of officers previously selected but deferred from PM. Do not compare a deferred officer's record with those presently under consideration; limit the review 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).

(1) If a material change has occurred, reevaluate the file and if warranted, recommend revocation of command–designated status.

(2) Upon favorable review, a deferred officer will be placed in an available PM position in the category for which originally selected or, if no PM position is available, at the top of the OML of the unanticipated vacancy list in the category for which originally selected.

d. Review the files of ACC officers (Skill 4Z) in the grade of COL or promotable LTC for COL level PM positions. Review the files of ACC officers (skill 4M or 4Z) in the grade of LTC or promotable MAJ for LTC level PM positions. Consider the specific requirements of the positions to be filled. Using the PM position list and desk book, slate officers best qualifed for each PM position.

e. Select a principal and at least three, but no more than six, alternates, unless limited by the number of qualified officers. Rank them in order of their qualifications. Select the best qualified officer for each PM position.

f. A principal designee will not be a principal or alternate designee for any other PM position or acquisition command. An alternate designee may be an alternate for more than one PM or acquisition command category. Recommend a priority of assignment and provide an additional alternate for each affected PM position. The final list will be in order of merit for each PM position.

g. Select best qualified alternates to be considered for any subsequent unanticipated PM vacancies. Alternates designated for specific PM positions will also be listed as alternates for unanticipated PM vacancies. Alternate lists will be developed in order of merit for the following categories: Communications, Intelligence and Electronic Warfare, Standard Army Management Information Systems, Strategic Defense, Global Protection Against Limited Strikes, Tactical Missiles, Command and Control Systems, Armored Systems Modernization, Combat Support, Aviation, and Armaments. Rank order ten officers in each category unless limited by the number of fully qualified candidates.

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

i. Phase 3 (Identify show cause).

(1) Reconsider the records of those officers identified for possible involuntary separation. Identify those officers who, in the opinion of the majority of the board, should be required to show cause for retention on active duty under Chapter 2 (REFRAD of RC Commissioned and Warrant Officers), for elimination proceedings under Chapter 4 (Eliminations), or for separation under Chapter 5 (Miscellaneous Types of Separations), AR 600–8–24.

(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.

Using the following general procedures for Acquisition Command Selection.

a. Phase 1 (Identify officers fully qualified for selection). The board will accomplish the following actions.

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

(2) Produce an OML of all officers without regard to positions to be filled.

(3) Identify officers who are fully qualified and who are not fully qualified for selection.

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

b. Phase 2 (Identify those best qualified for selection). Based upon the selection capability, tentatively identify officers from the OML by functional area who are best qualified for selection as acquisition commanders to be slated by PERSCOM.

c. Review the files of ACC officers (Skill 4Z) in the grade of COL or promotable LTC for COL level command. Review the files of ACC officers (skill 4M and 4Z) in the grade of LTC or promotable MAJ for LTC level command. Consider the specific requirements of the positions to be filled. Select officers best qualified for acquisition command for each command category.

d. A principal designee will not be a principal or alternate designee for any other acquisition command or PM position. An alternate may be an alternate for more than one acquisition command category or PM position. Recommend a priority of assignment and provide an additional alternate for each affected acquisition command or PM position. The final list will be in order of merit for each acquisition command category.

e. Unlike selection for PM, the board will not select a list of qualified alternates for unanticipated Acquisition Command vacancies. The list of principal and alternate selectees for each command category, in order of merit, will serve this purpose.

f. Review files of officers previously selected but deferred from acquisition command. Do not compare a deferred officer's record with those presently under consideration; limit the review 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).

(1) If a material change has occurred, reevaluate the file and if warranted, recommend revocation of command–designated status.

(2) Upon favorable review, a deferred officer will be placed at the top of the OML in the category for which originally selected.

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

h. Phase 3 (Identify show cause).

(1) Reconsider the records of those officers identified for possible involuntary separation. Identify those officers who, in the opinion of the majority of the board, should be required to show cause for retention on active duty under Chapter 2 (REFRAD of RC Commissioned and Warrant Officers), for elimination proceedings under Chapter 4 (Eliminations), or for separation under Chapter 5 (Miscellaneous Types of Separations), AR 600–8–24.

(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 F
Retirement, Retention, and Separation

Section I
Selective Early Retirement

F–1. General.

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

b. Do not consider the records of officers who have either voluntary or mandatory retirement dates approved, prior to the board's convene date, for either the same fiscal year the SERB is conducted or the fiscal year following the board's convene date. In compliance with law, the DCSPER or his designee must remove from consideration officers whose retirement requests were approved after the established cut–off 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, due to administrative processing not provided to the board until after the convene date.

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

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

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

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

g. Restricted microfiche.

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

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

(b) DA Suitability Evaluation Board filings 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) Use this information as only one of the factors you consider in making your recommendations. When considering information on the restricted microfiche, you must recognize that it was placed on the restricted microfiche by competent authority for a specific reason.

(3) The restricted microfiche of the officers being considered have been carefully screened to ensure that certain matters retained on the restricted microfiche for historical record purposes only have been temporarily masked. Such matters include OERs which 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 should draw no inference from the presence or number of "masked" areas on a microfiche. "Masked" areas can result from a number of administrative reasons which do not relate to the individual officer.

(4) The DCSPER or his designee will ensure that a careful screen is conducted prior to placing the restricted microfiche before the board. Any restricted fiche seen by the board will be retained as part of the board record for those officers recommended for early retirement.

F–2. Officers to be retired only for compelling manpower reasons.

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

officer from the list of officers recommended for selective early retirement.

b. Review the following to determine if an officer both meets the criteria and should be mandatorily retired only for compelling manpower reasons. Use the OMPF or correspondence addressed to the board president to determine eligibility.

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

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

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

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

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

F–3. Goals and Requirements.

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

F–4.

Use the following general procedures:

a. Phase 1 (Establish OML)

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

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

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

b. Phase 2

(1) For the ACC and Special Branches: (Identify officers fully qualified in career fields or skills identified as requirements):

(a) For each career field or skill identified as a requirement, 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, as modified by any action under phase 2.

(b) 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, by action in phase 4, to meet that career field or skill requirement.

(2) For warrant officers: (Identify warrant officers in their primary MOS who should be recommended for selective retirement in the MOSs indentified).

(a) Ensure that MOS ceilings are not exceeded.

(b) For any MOS specified in which the number of WOs tentatively identified to be recommended for selective retirement, who hold that MOS as their primary MOS, exceeds the MOS ceiling, shall be removed from the population tentatively identified to be recommended for selective retirement in OML order until the number in that MOS have been removed from the list tentatively identified to be recommended for selective retirement to a number equal to that stated for each MOS.

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

d. Phase 3 (Identify officers who are to be recommended for selective early retirement):

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

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

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

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

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

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

(a) Ensure that the number recommended for early retirement complies with that specified.

(b) Identify those officers who should be mandatorily retired only for compelling manpower reasons.

Section II
REDUCTION IN FORCE

F–5. General.

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

b. Restricted microfiche.

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

(a) Article 15 or other UCMJ actions received as an enlisted member or as an officer that have not been set aside by proper authority. However, punishment under Article 15 or other UCMJ actions in a soldier's early career (specialist/corporal and below with

fewer than three years of service) should not be considered in deliberation.

(b) DA Suitability Evaluation Board filings 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) Use this information as only one of the factors you consider in making your recommendations. When considering information on the restricted microfiche, you must recognize that it was placed on the restricted microfiche by competent autthority for a specific reason.

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

(4) The DCSPER or his designee will ensure that a careful screen is conducted prior to placing the restricted microfiche before the board. Any restricted fiche seen by the board will be retained as part of the board record for those officers recommended for early retirement.

c. This board is convened under the authorities of 10 USC 638a(b)(4) and 10 USC 12313, and AR 600–8–24, paragraph 2–31s, to permit the consideration of RA and OTRA officers for involuntary separation from active duty.

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

e. Numerous factors can affect the considered population, a particular career field or skill, or the number to be recommended for involuntary separation. The DCSPER or his designee may reduce or increase the number to be recommended for involuntary separation and adjust career field or skill selection guidance before recess. Bases for increasing the number of officers to be recommended for involuntary separation include the direction of the President or the senior civilian leadership of the DOD to accelerate the pace or increase the size of the drawdown, or continuing restraints on the ability of the Army leadership to approve voluntary separation requests of officers who have remaining active duty service obligations and request waiver of their remaining active duty service obligation and reduction or elimination of the requirement for reimbursement. Bases for reducing the number of officers to be recommended for involuntary separation include additional voluntary separations approved in the period immediately prior to the convene date of the board, unforeseen contingencies that increase the Army's officer requirements, or other factors that remove officers from the population under consideration.

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

F–6. Officers to be involuntarily separated only for compelling manpower reasons.

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

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

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

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

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

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

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

F–7.

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

F–8.

Requirements.

Meet all career field and skill selection requirements if sufficient numbers whom a majority of the board members consider to be fully qualified in these career fields or skills exist in the zone of consideration.

F–9.

Use the following general procedures:

a. Phase 1 (Establish the OML)

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

(2) 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) Tentively identify officers who would be recommended for involuntary separation based on the number (optimum for ACC) specified.

b. Phase 2 (identify officers fully qualified in career fields or skills identified as requirements)

(1) For each career field or skill identified as a requirement, 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) Identify officers on each list who, in the majority opinion, are not fully qualified to meet the skill needs in that particular career field or skill. Any officer determined to be not fully qualified in a particular career field or skill will not be retained to meet that career field or skill requirement.

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

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

c. Phase 3 (Identify officers to meet RA/OTRA guidance)

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

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

(3) Ensure that the list of officers tentatively recommended for involuntary separation contains the number specified minus any RA and possibly OTRA officers removed in accordance with procedures outlined above.

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

(1) Ensure that the list of officers tentatively recommended for involuntary separation contains the number specified minus those officers removed in accordance with phase 3. This recommended list will be used for the final formal vote of the board.

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

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

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

(b) Identify those officers who should be involuntarily separated only for compelling manpower reasons.

Section III
LIEUTENANT RETENTION

F–10.

The lieutenant retention board is held in conjunction with the Captain, Army promotion board. Consider all officers in the zone of consideration for retention on active duty in RA probationary or VI status.

a. RA Probationary and VI Status Selection Capability.

(1) Consider for retention on active duty in RA 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.

(2) Additional officers may be recommended for retention who were not recommended for promotion. This number may not be greater than 10 percent of the number recommended for promotion and shall 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 RA officers, that they have not completed 5 years of active commissioned service by date of separation).

b. During the third phase of the captain promotion procedures, recommend those eligible RA/OTRA officers for retention on active duty in RA probationary or VI status as appropriate.

(1) Review the relative standing score of eligible RA/OTRA officers considered for promotion to captain. Consider those whose relative standing score places them among officers tentatively recommended for promotion as qualified for continued RA probationary and VI status.

(2) 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.

(3) 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.

(4) The remaining officers not recommended for promotion whose file contains sufficient information for a retention determination will not be recommended for retention in RA probationary or VI status.

Appendix G
Officer Personnel Management

Section I
The Officer Personnel Management System

G–1.

Each career field in the ACC places unique demands on the officer corps and serves an important Army need. Members of selection boards must recognize and guard against the danger of favorably considering officers in their own image. Board selections should reflect the philosophy of the Officer Personnel Management System (OPMS) as approved by the Chief of Staff, Army (CSA) and the SA. Therefore, board members considering ACC officers must be

familiar with the contents of DA Pam 600–3. This pamphlet explains appropriate career development paths by branch and functional area. Board members must also carefully consider the following situations.

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

b. Single–track officers. The Army's increasing reliance on high technology requires that it cultivate senior officers with specialized technical skills. In those technical career fields that required these specialized skills, highly–qualified officers have been approved to single–track in these specialized fields. Often these officers forego the more traditional career development pattern. In particular, functional area single–track officers no longer have the opportunity to command or even to serve in troop environments. As a result, their records are difficult to compare directly with the records of officers in more traditional career tracks.

c. 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 serving or have served in such assignments.

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

d. Army Acquisition Corps.

(1) The Army established the AAC as part of a Congressionally mandated DOD program to develop a dedicated nucleus of specialists in Systems development, automation, and procurement. Officers participating in this skill area carry functional area 51 (Research, Development and Acquisition), 53 (Systems Automation), or 97 (Contracting and Industrial Management) and the additional skill identifier 4Z or 4M.

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

e. Reserve Officers Training Corps duty. Professors of Military Science (PMSs) and Assistant Professors of Military Science (APMSs) are responsible for the effectiveness of individual ROTC battalions. Assignment to ROTC duty is highly competitive. Officers are selected either by a centralized board (PMS) or through a general officer nomination selection process (APMS). In addition to the training, teaching, and coaching skills required, the officer assigned to ROTC duty must be proficient in marketing, advertising, and recruiting. The board must carefully evaluate the files of these officers and give them appropriate consideration.

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

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

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

i. Reserve Component duty. 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. Army National Guard advisors, Readiness Group staff, and officers in full–time support to U.S. Army Reserve 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.

j. Foreign area officers. 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.

k. Attaches. In addition to being the representatives of the SA and the CSA, attaches provide critical military advice to the chiefs of U.S. diplomatic missions. Many attaches 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.

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

m. Captains assigned to field grade positions. The drawdown of the Army and increased emphasis on joint duty has modified traditional development patterns and assignment opportunities for officers. Exceptionally qualifying assignments as depicted in DA Pam 600–3 have been and will be important to an officers career development. How well an officer performs these duties is more important in determining an officer's overall qualifications than at what point on the career development path an officer performed these duties or at what grade the officer was when serving in the position.

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

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

Section II
Army Medical Department Officer Personnel Management

G–2.

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

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

b. Army Medical Department (AMEDD) officers receive their commissions from a number of sources, including ROTC, the USMA, Officer Candidate School (OCS), and direct appointment. The AMEDD does not discriminate among its officers on the basis of their source of commission. The source of an AMEDD officer's commission is not a factor to be considered in determining potential for service at a higher grade.

c. 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.

d. 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 should not penalize officers who are placed in assignments to obtain extended training or graduate experience essential to development of required expertise.

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

f. 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.

g. Medical Corps and Dental Corps.

(1) Board certification is considered evidence of professional accomplishment. It should be kept in mind that board examinations often cannot be taken until a given period of time passes after completion of training. If a Medical Corps (MC) or Dental Corps (DC) officer has not completed the requisite time period for board certification, lack of board certification should not be held against the individual. Additionally, credit should be given for having completed Part One of Multiple Part Boards.

(2) 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.

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

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

h. Veterinary Corps.

(1) Veterinary Corps (VC) officers may be selected for specialty training in Laboratory Animal Medicine or Veterinary Pathology. These training programs are usually accomplished through 3 years of residency training in Veterinary Pathology or 4 years of Laboratory Animal Medicine preceptorship. The training qualifies the individual for specialty board eligibility, but does not award a post–graduate degree. If an individual has passed all requirements of the residency or preceptorship training program, he/she has completed the equivalent of civilian education level (CEL) 2 and should receive this consideration, even though a post–graduate degree has not been received.

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

(3) Officers in the VC often spend 3 to 4 years in long term civilian training and as a result, the most current evaluation reports are academic evaluation reports (AERs). Board members should attribute the same importance to AERs as to OERs. Completion of a VC residency program is considered the equivalent of a Masters Degree.

i. Army Medical Specialist Corps.

(1) Physician Assistants (PAs), area of concentration (AOC) 65D, transitioned from warrant to commissioned officer status beginning

on 4 February 1992. Until commissioning, the Officer Advanced Course and the Warrant Officer Senior Course were the highest military education PAs were expected to obtain. The board should understand that PAS will not have had the opportunity to complete CSC as did officers from the other AOCs.

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

Section III
Chaplain Personnel Management

G–3.

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

a. Particular attention should be given to the supervisory and leadership capabilities of chaplains considered. Supervisory chaplains must possess the leadership qualification that will allow them to continue supervising chaplains from various denominations in a sensitive and professional manner.

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

c. Most chaplains are assigned AOC 56A (command and unit chaplains). The exception is chaplains trained and certified as Clinical Pastoral Educators. These chaplains are assigned 56D in recognition of their special training, skill, knowledge and abilities, and the need to closely monitor their assignments and careers.

d. The Army is a multiethnic, multifaith, pluralistic environment. Therefore, chaplains must, while keeping within the tenets of their faiths, minister to the various spiritual needs of soldiers who represent numerous different religious denominations. Denominational diversity within the structure of the chaplaincy contributes to mission accomplishment and fosters vitality within the chaplaincy itself.

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

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

g. RC Duty. CHC officers are not currently being assigned to RC duty. However, the possibility exists that some officers under consideration by the board were assigned to RC duty before becoming chaplains. RC units are a significant and vital part of our Total Army warfighting capability, and the Army leadership has instituted systems and programs to ensure that guality officers receive these assignments. Army National Guard advisors, Readiness Group staff, and officers in full–time support to U.S. Army Reserve 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 should understand the challenging nature of RC duty and provide appropriate consideration in the overall evaluation of each officer's record.

Section IV
Judge Advocate General's Corps Personnel Management

G–4.

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

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

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

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

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

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

d. Service school attendance.

(1) Attendance at the Combined Arms and Services Staff School (CAS3) is mandatory for all career status JAGC captains. JAGC normally attend CAS3 during the third through 6th year of AFCS

and before attendance at the JAGC graduate course. Because of assignment considerations, however, some JAGC will not have completed CAS3 by the time they are considered for promotion to major. Consequently, completion of CAS3 is not a requirement for promotion to major, and no unfavorable inference should be drawn against officers who have not yet completed the course.

(2) Selection for the resident Command and General Staff Officer Course (CGSOC) is highly competitive. Less than 10 percent of those eligible are selected to fill the few quotas that are made available to JAGC each year. JAGC officers attend the training later than OPMS officers and many attend near or after promotion to lieutenant colonel.

(3) Most JAGC officers who complete the CGSOC do so by correspondence. Completion of the CGSOC by either means has equal value to the Army. Completion by nonresidence indicates a high degree of motivation and initiative in pursuing the course while performing assigned duties.

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

e. Civilian schooling. A Master of Laws degree (LL.M.) is the first post–graduate law degree (after the Juris Doctor or Bachelor of Laws degree). Since 1988, all judge advocates receive an LL.M. in Military Law upon completion of the resident Judge Advocate Graduate Course. Some judge advocates complete an additional LL.M. at their own or government expense. Completion of this additional degree provides a pool of talent for critical areas of specialized practice and reflects self–discipline, scholarship, and commitment.

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

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

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

i. RC duty. JAGC officers are not currently being assigned to RC duty. However, the possibility exists that some officers under consideration by the board were assigned to RC duty before becoming judge advocates. RC units are a siqnificant 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. Army National Guard advisors, Readiness Group staff, and officers in full–time support to U.S. Army Reserve 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 should understand the challenging nature of RC duty and provide appropriate consideration in the overall evaluation of each officer's record.

Section V
The Total Warrant Officer System Warrant Officer Personnel Management

G–5.

WOs are by definition skilled technicians and trainers whose career patterns are narrowly focused on their technical qualifications. Their assignments will normally be repetitive in nature in order to maintain their technical skills at a high level. In those instances where WOs have been employed in jobs outside their specialties, the quality of their performance may be considered to bear upon their versatility and potential, but it is only under special circumstances that such assignments may be viewed as amplifying or improving the technical skills for which they are trained.

a. Although education is an important factor in enhancing a WO's potential value to the Army, comparison of nominees on the basis of either civilian or military education attainments must be tempered by an awareness that educational opportunities vary widely by WO career fields.

b. Civilian education. Individuals whose CEL is greater than high school completion have exceeded the education prerequisite for initial appointment. In general, college credits or degrees should be viewed as indicators of individual initiative. Attainment of a CEL 6 (associate degree or its equivalent (60 semester hours)) prior to entry into career status and a CEL 5 (baccalaureate degree) prior to selection for promotion to CW4 is the ultimate DA goal for WOs.

c. Military education.

(1) *Senior Warrant Officer Training.* Effective 1 October 1987, with the implementation of the Warrant Officer Training System, selection to CW3 is a prerequisite to attend Senior Warrant Officer Training, formerly referred to as the Warrant Officer Advanced Course (military educational level (MEL) B equivalent). It is important to recognize that prior to 1 October 1987, there was no requirement for MEL B or equivalent training. Consequently, the opportunity to attend this level of training varied significantly from MOS to MOS.

(2) *Master Warrant Officer Training.*

(a) Prior to FY 93, eligible CW4s were selected by the DA Master Warrant Officer (MWO) Selection Board to attend Master Warrant Officer Training (MWOT) (MEL A, highest WO MEL code) and subsequent MW4 designation. WOs who were selected to attend MWOT and subsequent designation as a MW4 exhibited the knowledge, responsibility, and ability to exercise authority at the highest level of WO assignments.

(b) WOs who were selected to attend MWOT could decline in writing their selection and forfeit the opportunity for MEL A Training and MW4 designation. This declination statement of professional development training is irrevocable and will be on the WO's performance fiche or in his or her promotion selection board file.

(c) MWO Selection Boards are no longer conducted. All currently serving MW4s will retain their designation and continue to wear MW4 insignia until promoted to CW5 or separated from service. MW4 selectees, who have accepted selection for MWOT and MW4 designation, but have yet to complete MWOT (MEL A training), are designated as MW4 on their ORB (temporary grade) and upon completion of MWOT will wear MW4 insignia until promoted to CW5 or separated from service.

(3) Resident or nonresident completion of, and academic credit afforded by, any military school (except MWOT), is equivalent. While it is recognized that the resident student has enjoyed the professional benefits of seminars, guest speakers, and association with peers, the WO who has completed a course by nonresident instruction must be given due credit for the initiative, drive for self–improvement, and dedication to professionalism which he or she has shown.

(4) Constructive school credit is authorized by Army regulations. HQDA may grant completion and equivalency of all or part of school courses to officers who are qualified through length of service, field experience or demonstrated ability (except MWOT). Constructive credit is equivalent to a resident or nonresident course.

Department of Defense

INSTRUCTION

NUMBER 1320.14
September 24, 1996

USD(P&R)

SUBJECT: Commissioned Officer Promotion Program Procedures

References: (a) DoD Directive 1320.12, "Commissioned Officer Promotion Program," October 30, 1996
(b) Title 10, United States Code
(c) Chairman of the Joint Chiefs of Staff Instruction 1330.02, "Review of Promotion Selection Board Results by the Chairman of the Joint Chiefs of Staff," January 7, 1994
(d) Chairman of the Joint Chiefs of Staff Instruction 1331.01, "Manpower and Personnel Actions Involving General/Flag Officers," January 31, 1995
(e) through (h), see enclosure 1

1. PURPOSE

This Instruction:

1.1. Implements policy, and assigns responsibilities and prescribes procedures, for administering the officer promotion program in the Department of Defense under references (a) and (b).

1.2. Incorporates Reserve component policies and responsibilities resultant from the Reserve Officer Personnel Management Act under subtitle E of reference (b).

2. APPLICABILITY AND SCOPE

This Instruction applies to:

2.1. The Office of the Secretary of Defense (OSD), the Chairman of the Joint

Figure H-1. Department of Defense Instruction Number 1320.14

Chiefs of Staff, and the Military Departments. The term "Military Services," as used herein, refers to the Army, the Navy, the Air Force, and the Marine Corps.

2.2. The selection of commissioned officers for promotion on the Active Duty List or Reserve Active Status List to the grades of captain through major general in the Army, the Air Force, and the Marine Corps, and lieutenant through rear admiral in the Navy.

3. DEFINITIONS

Terms used in this Instruction are defined in enclosure 2.

4. POLICY

It is DoD policy under DoD Directive 1320.12 (reference (a)) that all promotion selection boards are conducted in full compliance with applicable statutes and directives.

5. RESPONSIBILITIES

5.1. The Assistant Secretary of Defense for Force Management Policy and the Assistant Secretary of Defense for Reserve Affairs, under the Under Secretary of Defense for Personnel and Readiness, shall monitor compliance with this Instruction.

5.2. The Chairman of the Joint Chiefs of Staff shall:

5.2.1. For all promotion selection boards and special promotion selection boards considering Active Duty List officers who are serving or have served in a Joint Duty Assignment (JDA), select an officer currently serving in a JDA to serve as a member of the board (this requirement may be waived by the Secretary of Defense for Marine Corps boards).

5.2.2. Propose for Secretary of Defense approval, guidelines to the Secretaries of the Military Departments for ensuring promotion selection boards give appropriate consideration to the performance in JDAs of Active Duty List officers who are serving, or have served, in such assignments.

5.2.3. Review reports of promotion selection boards and special promotion selection boards for Active Duty List officers that considered officers who are serving,

Figure H-2. Department of Defense Instruction Number 1320.14

or have served, in joint duty assignments. The Chairman of the Joint Chiefs of Staff shall determine whether each Active Duty List promotion selection board:

5.2.3.1. Acted consistent with the guidelines of the Secretary of Defense under 10 U.S.C. 615(c) (reference (b)) to ensure that promotion selection boards gave appropriate consideration to the performance in JDAs of officers who are serving, or have served, in such assignments.

5.2.3.2. Met, or failed to meet, the promotion objectives set forth in Section 662 of reference (b).

5.2.3.3. After reviewing the report, return the report with his or her determinations and comments to the Secretary concerned.

5.2.4. Periodically review officer personnel promotion retention and assignment policies of the Military Departments to ensure that they give appropriate consideration to the performance of an officer as a member of the Joint Staff as required by Section 646 of reference (b).

5.3. The Secretaries of the Military Departments shall:

5.3.1. Administer promotion and selection programs of their Military Departments, ensuring compliance with this Instruction and all applicable laws.

5.3.2. Develop and issue written procedures, including regulations, to implement this Instruction. Regulations and procedures that supplement this Instruction must be approved in writing by the Secretary of Defense.

5.3.3. Develop annually a promotion plan in accordance with Sections 622, 623, 14305, and 14307 of 10 U.S.C. (reference (b)) and enclosure 3.

5.3.4. Ensure that each person participating in the conduct of a promotion selection board receives a copy and reviews the contents of this Instruction, and reviews the applicable portions of implementing regulations of the Military Department concerned on receipt of notification that he or she has been assigned duties in conjunction with the conduct of a selection board.

5.3.5. Furnish information and written instructions to promotion selection boards in accordance with Sections 615 and 14107 reference (b) and this Instruction.

5.3.6. Ensure that the text of enclosure 4 is included in the written

Figure H-3. Department of Defense Instruction Number 1320.14

instructions to officer promotion selection boards; is read to each board member, recorder, and administrative support person on the convening date of the promotion selection board to which they are assigned or on the date of assignment to the board, whichever is later; and that applicable portions are included in the certification provided for in subparagraph 6.2.3.4., below.

5.3.7. Conduct each year, on a random basis, interviews of board presidents, members, recorders, or the administrative staff assigned to support board deliberations, to assist in ensuring that boards convened under Sections 611(a) and 14101(a) of reference (b) are being conducted in accordance with applicable law, regulations, instructions and administrative issuances. Interviews shall be conducted from among those boards considering officers for promotion to grades O-4 through O-8. This function may be delegated only to subordinate civilian officials appointed by the President by and with the advice and consent of the Senate.

5.3.8. Review on an annual basis the content of the administrative briefings provided to promotion selection boards to ensure that they are consistent with and do not alter the substantive guidance provided by the Secretary of the Military Department concerned to the board. This function may be delegated only to subordinate civilian officials appointed by the President by and with the advice and consent of the Senate.

5.3.9. Ensure the use of written standard operating procedures to govern the administrative support for promotion selection boards.

5.3.10. Nominate to the Chairman of the Joint Chiefs of Staff at least one qualified and available officer, currently serving in a JDA, for the Chairman to consider as a possible Joint representative for the promotion selection board. This responsibility applies to those boards considering one or more officers who are Joint Specialty Officers or are currently serving, or have served, in a JDA, including special promotion selection boards.

5.3.11. Ensure the pertinent records of those officers who should receive appropriate consideration for performance in JDAs are precisely identified to the members of the promotion selection board.

5.3.12. Ensure promotion selection boards that consider officers on the Active Duty List give appropriate consideration to the performance in JDAs of officers who are serving, or have served, in such assignments.

5.3.13. For promotion selection boards and special promotion selection

Figure H-4. Department of Defense Instruction Number 1320.14

boards that considered Active Duty List officers (to the grades of O-4 and above) who are serving, or have served, in a JDA, provide the Secretary of Defense, promotion selection board statistics as required by CJCSI 1330.02 and CJCSI 1331.01 (references (c) and (d)) after the Chairman of the Joint Chiefs of Staff has reviewed and commented on the results. If promotion objectives set forth in 10 U.S.C. 662 (reference ((b)) were not met, provide comments on action taken or action that will be taken to prevent further failures and/or explain disagreement with the Chairman of the Joint Chiefs of Staff's determination. Also include promotion statistics required by Section 667 of reference (b) in the board reports.

5.3.14. For Active Duty List boards (to the grades of O-5 and above), provide the Under Secretary of Defense for Acquisition and Technology (USD(A&T)) a statistical comparison of Acquisition Corps and line officer promotion selection rates. A format is provided at enclosure 5.

5.3.15. Forward promotion selection board results to the Secretary of Defense as outlined in enclosure 6.

5.3.16. Develop and issue written procedures, as deemed necessary, including regulations, to implement the following Reserve component programs:

5.3.16.1. Voluntary delay of promotion under Section 14312 of reference (b) and involuntary delay of promotion because of strength in grade limitations or duties to which assigned under Sections 14311 of reference (b) for the following reasons:

5.3.16.1.1. Strength limitations per Section 14311(e)(1) of reference (b).

5.3.16.1.2. The duty assignment authorized grade is lower than the grade to which the officer is selected for promotion per Section 14311(e)(2) of reference (b). In such situations, the Secretary of the Military Department concerned may approve an overgrade waiver for the officer subject to the limitations in Section 12011 of reference (b).

5.3.16.2. Position vacancy promotion as covered in Sections 14101(a)(2) and 14315 of reference (b).

5.3.16.3. Federal recognition pertaining to the Army National Guard of the United States and the Air National Guard of the United States as covered in Section 14316 of reference (b).

Figure H-5. Department of Defense Instruction Number 1320.14 page 2

5.3.16.4. Running mate system of the Naval Reserve and Marine Corps Reserve as covered in Section 14306 of reference (b).

5.3.17. Ensure compliance with the transition provisions of Sections 1681 through 1690 of Public Law 103-337 (reference (e)).

5.3.18. Ensure Service promotion policies give appropriate consideration to the performance of an officer as a member of the Joint Staff as required by 10 U.S.C. 646 (reference (b)).

6. PROCEDURES

6.1. Instructions to and Communications with Promotion Selection Boards

6.1.1. Authority to Issue Written Instructions. The Secretaries of the Military Departments shall issue written instructions to promotion selection boards under Section 615 or 14107 of reference (b). The written instructions, information, or guidance furnished to a promotion selection board may not be modified, withdrawn, or supplemented after that board submits its report to the Secretary of the Military Department concerned under Section 617 or 14109 of reference (b). However, in the case of a report returned to a board under Section 618(a)(2) or 14110(b) of reference (b) for further proceedings because the Secretary of the Military Department concerned determined that the board acted contrary to law, regulation, or guidelines, the Secretary of the Military Department concerned may modify, withdraw, or supplement such instructions as part of the written explanation to the board.

6.1.2. Content of Written Instructions to Selection Boards. Written instructions from the Secretaries of the Military Departments provided to promotion selection boards shall not include information on particular officers, but shall, as a minimum, include the following information:

6.1.2.1. Guidelines to ensure the consideration of all eligible officers without prejudice or partiality.

6.1.2.2. The maximum number of officers determined in accordance with the procedures in enclosure 3 to this Instruction that the board may recommend for promotion to the next higher grade in each competitive category. No increase in the number may be made after the promotion selection board convenes without the written approval of the Secretary of Defense.

Figure H-6. Department of Defense Instruction Number 1320.14 page 3

6.1.2.3. Information or guidelines on the needs of the Service concerned for officers having particular skills, including guidelines or information on the need for either a minimum number, or a maximum number, of officers with particular skills in a competitive category. Information or guidelines on officers with particular skills must be furnished to the board as part of the written instructions provided to the board at the time the board is convened.

6.1.2.4. Guidelines to ensure that the marital status of a member or the employment, education, or volunteer service of a spouse shall have no effect on the promotion opportunities of that member as described in DoD Directive 1400.33 (reference (f)).

6.1.2.5. Guidelines to ensure that boards give appropriate consideration to the performance in JDAs of officers who are serving, or have served, in such assignments. The pertinent records of those officers who should receive appropriate consideration for performance in JDAs in accordance with Section 615(b) of 10 U.S.C. (reference (b)) shall be precisely identified to the members of the promotion selection board. This requirement applies only to those officers serving on the Active Duty List.

6.1.2.6. Direction that boards convened to consider for promotion to a grade below O-6 officers in a health-professional competitive category 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 that officer's administrative and management skills.

6.1.2.7. Guidelines to prohibit board members and recorders, or persons acting on their behalf, from receiving, initiating, or participating in communications or discussions involving information that should be precluded from presentation to the promotion selection board by this Instruction or the regulations of the Military Department (or Service) concerned. These guidelines should not prevent board recorders and administrative support personnel from screening information intended for a promotion selection board to ensure that the information is authorized for presentation to that promotion selection board.

6.1.2.8. Guidelines about actions to be taken if a board member or recorder believes someone is exerting or attempting to exert inappropriate influence over the board or its proceedings.

6.1.3. Communications with Promotion Selection Boards

Figure H-7. Department of Defense Instruction Number 1320.14 page 4

6.1.3.1. General. All communications with, other than those communications that are only administrative in nature, shall be in writing, furnished to all board members, and made a part of the board's record. An audio or video recording is an acceptable means of communication with the board, so long as a written transcript is made a part of the board record. No one, other than the Secretary of the Military Department concerned, shall appear in person to address a promotion selection board on any matter. This authority shall not be delegated. Should the Secretary of the Military Department appear in person to address a promotion selection board, a verbatim written transcript of his remarks shall be provided to every board member and included in the record of the promotion selection board. This does not restrict the furnishing of administrative information to the promotion selection board by the staff designated in writing by the Secretary of the Military Department concerned to assist the board. Oral communication of routine administrative information among board members, recorders, and support personnel is authorized to the extent that it is necessary to facilitate the work of the board.

6.1.3.2. Communications about Particular Officers. Information about a particular officer may be communicated to a promotion selection board as follows:

6.1.3.2.1. Information in an eligible officer's official military personnel records, as defined in regulation by the Secretary of the Military Department concerned, and provided to the promotion selection board in accordance with this Instruction.

6.1.3.2.2. Information, including the opinion of third parties, submitted to promotion selection boards by eligible officers under Section 614(b) or 14106 of 10 U.S.C (reference (b)), this Instruction, and the regulations of the Military Department concerned.

6.1.3.2.3. Information that is not part of the official military personnel record of an officer, but which the Secretary of the Military Department concerned, or a civilian official appointed by the President by and with the advice and consent of the Senate and designated by the Secretary concerned, determines to be substantiated and relevant information that he or she considers might reasonably and materially affect the deliberations of the promotion selection board. In making such a determination, the Secretary of the Military Department concerned, or designee, must ensure that the procedures for identifying and proposing such information for consideration apply to all eligible officers in, above, or below the promotion zone for the board concerned. Additionally, the Secretary concerned must ensure that the

Figure H-8. Department of Defense Instruction Number 1320.14 page 5

officer:

6.1.3.2.3.1. Is notified that such information will be presented to the promotion selection board.

6.1.3.2.3.2. Is provided a copy of the information that will be provided to the promotion selection board.

6.1.3.2.3.3. Is afforded a reasonable opportunity to submit written comments on that information to the promotion selection board.

6.1.3.2.4. If an eligible officer may not have access to the information for reasons of national security, the officer shall (to the maximum extent practicable) be provided with an appropriate summary of the information, prepared by personnel designated in writing by the Secretary of the Military Department concerned for that purpose.

6.1.3.2.5. Under such instructions as the Assistant Secretary of Defense for Force Management Policy (ASD(FMP)) may prescribe, factual summaries of the information described in subparagraphs 6.1.3.2.1., 6.1.3.2.2. and 6.1.3.2.3., above, may be prepared by personnel designated in writing by the Secretary of the Military Department concerned to facilitate the work of a promotion selection board.

6.1.3.3. Information provided to a promotion selection board under subparagraph 6.l.3.2.3., above, may not be provided to a subsequent promotion selection board convened under Section 611(a) or 14101(a) of reference (b) unless either:

6.1.3.3.1. The information is in the official military personnel record, as defined in regulation by the Secretary of the Military Department concerned, of the officer concerned; or

6.1.3.3.2. The Secretary of the Military Department concerned or a designee makes a new determination, in accordance with procedures in subparagraph 6.l.3.2.3., above, and the officer is again provided the notification and opportunity to comment as provided in that subparagraph.

6.1.3.4. Under regulations to be prescribed by the Secretary of the Military Department concerned, a promotion selection board may be authorized to request during deliberations administrative information to amplify or clarify the official military records, instructions, and information provided to the board. If such

Figure H-9. Department of Defense Instruction Number 1320.14 page 6

request pertains to non-administrative information regarding a particular officer, the rules in subparagraph 6.1.3.2. apply.

6.2. Board Proceedings

6.2.1. Board Members

6.2.1.1. The Secretaries of the Military Departments shall appoint a member of a promotion selection board as president of the board and shall prescribe administrative duties for that officer to perform. A board president has no authority to constrain the board from recommending for promotion those fully qualified officers that the majority finds best qualified to meet the needs of the Armed Force concerned, as specified by the Secretary of the Military Department concerned.

6.2.1.2. Board members are to base their recommendations on the material in each officer's official military record, any information the Secretary of the Military Department concerned may provide to that board in accordance with this Instruction, and any information about his or her own record communicated to the board by individual eligible officers under regulations of the Military Department concerned. Board members in their deliberations may discuss their own personal knowledge and evaluation of the professional qualifications of eligible officers to the extent that such matters are not precluded by law, this Instruction, or Service regulation from consideration by a promotion selection board or inclusion in an officer's military personnel record. Board members may not discuss or disclose the opinion of any person not a member of the board concerning an officer being considered unless that opinion is contained in material provided to the board under this Instruction.

6.2.1.3. Any board member who believes that he or she cannot, in good conscience, perform his or her duties as a member of the board without prejudice or partiality has a duty to request relief by the Secretary of the Military Department concerned from such duty. Such a request shall be honored. Any board member who believes that the integrity of the board's proceedings has been affected by improper influence of senior military or civilian authority, misconduct by the board president or a member, or any other reason, has a duty to request from the Secretary of the Military Department concerned or the Secretary of Defense relief from his or her obligation not to disclose board proceedings, and, on receiving it, to report the basis for his or her belief to that authority.

6.2.2. Board Recorders

Figure H-10. Department of Defense Instruction Number 1320.14 page 7

6.2.2.1. The Secretaries of the Military Departments shall designate officers or civilian equivalents to serve as recorders for promotion selection boards convened under Section 611(a) or 14101 (a) of 10 U.S.C. (reference (b)). At least one board recorder must be present during all board deliberations. Personnel so designated must have completed, during the previous 12 months, a program of instruction approved by the Secretary of the Military Department concerned. This program of instruction shall include the duties and responsibilities of board recorders to assist the board president in ensuring that the board complies with law and this Instruction.

6.2.2.2. Officers eligible for consideration by a promotion selection board may not serve as board recorders for the promotion selection board for which they are eligible for consideration.

6.2.2.3. Officers whose primary responsibilities involve the career management of the officers eligible for consideration by a promotion selection board, or the career management of those officers once selected for promotion, may not serve as board recorders for promotion selection boards considering those officers for promotion.

6.2.2.4. An officer may not serve as a board member and a board recorder for the same promotion selection board.

6.2.2.5. Any board recorder who believes that he or she cannot in good conscience perform his or her duties and responsibilities has a duty to request relief by the Secretary of the Military Department concerned from such duty. Such a request shall be honored. Any board recorder who believes that the integrity of the board's proceedings has been affected by improper influence of senior military or civilian authority, misconduct of the board president or a member, or any other reason, has a duty to request relief from his or her obligation not to disclose board proceedings from the Secretary of the Military Department concerned or the Secretary of Defense, and, on receiving it, to report the basis for his or her belief to that authority.

6.2.3. Promotion Selection Board Reports

6.2.3.1. Promotion selection boards shall prepare and submit written reports to the Secretary of the Military Department concerned, in accordance with Section 617 or 14109 of 10 U.S.C. (reference (b)) and this Instruction.

6.2.3.2. When more than one promotion selection board is convened to

Figure H-11. Department of Defense Instruction Number 1320.14 page 8

recommend officers in different competitive categories or grades for promotion, the written reports of the promotion selection boards under Section 617 or 14109 of reference (b) may be consolidated into a single package for submission to the Secretary of Defense as prescribed under Section 618 or 14110 of reference (b).

6.2.3.3. The administrative procedures at enclosure 6 apply to the submission of promotion selection board reports.

6.2.3.4. On completion of board deliberations, the board president, the board members, and board recorders shall, as a minimum, certify in the report to the Secretary of the Military Department concerned:

6.2.3.4.1. That, to the best of their knowledge, the board complied with this Instruction.

6.2.3.4.2. That he or she was not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendations of the board or the exercise of any lawful function within the authorized discretion of the board.

6.2.3.4.3. That he or she was not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the board's recommendations.

6.2.3.4.4. That he or she was not a party to or aware of any attempt at unauthorized communications.

6.2.3.4.5. That, to the best of their knowledge, the board carefully considered the records of each officer whose name was furnished to the board.

6.2.3.4.6. That the officers recommended for promotion are, in the opinion of the majority of the members of the board, fully qualified and best qualified for promotion to meet the needs of the Armed Force concerned, as noted in the written instructions furnished to the board by the Secretary of the Military Department, among those officers whose names were furnished to the board. (In the case of boards selecting only to the "fully qualified" standard, the certification should reflect that standard.)

6.2.4. Disclosure of Board Recommendations

6.2.4.1. The recommendations of a promotion selection board may be disclosed only in accordance with law and this Instruction. Before the report is signed

Figure H-12. Department of Defense Instruction Number 1320.14 page 9

by each board member and board recorder, the recommendations may be disclosed only to the board members, board recorders, and those administrative support personnel designated in writing by the Secretary of the Military Department concerned. Except as authorized by this Instruction and Section 616(e) or 14104 of 10 U.S.C. (reference (b)), the proceedings of the board may not be disclosed to any person not a board member or board recorder.

6.2.4.2. The Secretaries of the Military Departments may release to the public the names of general and flag officer nominees after the President has nominated the selected officers to the Senate for confirmation. They may release to the public the names of other officer selectees after the ASD (FMP) (to whom the authority to approve promotion selection boards on behalf of the President has been delegated) approves the report of the promotion selection board.

6.3. Recommendations for Removal of Selected Officers from Report. If the Secretary of a Military Department or the Secretary of Defense recommends removal, under Section 618 or 14111 of reference (b), of the name of an officer from a report of a promotion selection board and the recommendation includes information that was not presented to the promotion selection board, the information shall be made available to the officer. The officer shall be afforded a reasonable opportunity to submit comments on that information to the officials making the recommendation and the officials reviewing the recommendation. If the officer cannot be given access to the information for reasons of national security, the officer shall, to the maximum extent practicable, be provided with an appropriate summary of the information. This subsection shall be administered in a manner consistent with applicable constitutional protections for executive communications as determined by the General Counsel of the Department of Defense.

6.4. Screening of Officers for Consideration by Promotion Selection Boards

6.4.1. The Secretary of each Military Department may, for each board convened under Section 611(a) or 14101(a) of 10 U.S.C. (reference (b)):

6.4.1.1. Request permission from the Secretary of Defense to limit the number of officers to be considered by a specific board for selection for promotion to the grade of brigadier general or rear admiral (lower half). When the Secretary of Defense approves such a request, the Secretary of the Military Department concerned shall issue written procedures to prevent from consideration for selection to brigadier general or rear admiral (lower half) officers in the grade of colonel, or captain for the Navy, who:

Figure H-13. Department of Defense Instruction Number 1320.14 page 10

6.4.1.1.1. Have been considered and not selected for promotion to the grade of brigadier general or rear admiral (lower half) by at least two promotion selection boards; and,

6.4.1.1.2. Are determined as not being exceptionally well qualified for promotion.

6.4.1.2. Establish written procedures to limit the number of officers to be considered by a board from below the promotion zone to those officers who are determined to be exceptionally well qualified for promotion.

6.4.2. The following standards govern the exercise of the authorities provided in subparagraphs 6.4.1.1. and 6.4.1.2., above:

6.4.2.1. No officer may be precluded from consideration by a promotion selection board, except on the recommendation of a board of officers convened by the Secretary of the Military Department concerned and composed of at least three officers, all of whom are serving in a grade higher than the grade of such officer. Such a board of officers is referred to herein as a "promotion screening board."

6.4.2.2. A promotion screening board may not recommend that an officer be precluded from such consideration unless the Secretary of the Military Department concerned has given the officer advance written notice of the convening of such board and of the military records that shall be considered by the board, and has given the officer a reasonable period before the convening of the board in which to submit written comments to the board.

6.4.2.3. The Secretary concerned shall provide written instructions to the promotion screening boards consistent with this Instruction.

6.4.2.4. A promotion screening board may recommend that an officer be precluded from consideration by a promotion selection board only on the basis of the general guidance provided by the Secretary of the Military Department concerned, information in the officer's official military personnel records that have been described in the notice, and any communication to the board received by the Secretary of that Military Department concerned from that officer before the board convenes.

6.5. The ASD(FMP) may issue instructions requiring reports on implementation of this Instruction.

Figure H-14. Department of Defense Instruction Number 1320.14 page 11

7. EFFECTIVE DATE

This Instruction is effective immediately for promotion selection boards involving the promotion of officers on the Active Duty List, and on October 1, 1996 for promotion selection boards involving the promotion of officers on the Reserve Active Status List.

Edwin Dorn
Under Secretary of Defense for
Personnel and Readiness

Enclosures - 7

1. References
2. Definitions
3. Numbers to be Recommended for Promotion
4. Instructions Concerning Communications and Information
5. Acquisition Corps Statistics
6. Administrative Procedures
7. Race/Ethnic Profile Data

Figure H-15. Department of Defense Instruction Number 1320.14 page 12

REFERENCES, continued

(e) Public Law 103-337, "National Defense Authorization Act for Fiscal Year 1995," October 5, 1994

(f) DoD Directive 1400.33, "Employment and Voluntary Work of Spouses of Military Personnel," February 10, 1989

(g) DoD Directive 8910.1, "Management and Control of Information Requirements," June 11, 1993

(h) DoD Instruction 1320.4, "Military Officer Actions Requiring Approval of the Secretary of Defense or President, or Confirmation by the Senate," March 14, 1995

Figure H-16. Department of Defense Instruction Number 1320.14 page 13

DEFINITIONS

E2.1.1. Active Duty List. A single list for the Army, the Navy, the Air Force, or the Marine Corps (required to be maintained under Section 620 of 10 U.S.C. (reference (b)) that contains the names of all officers of that Armed Force, other than the officers described in Section 641 of reference (b), who are serving on active duty.

E2.1.2. Competitive Category. A separate promotion category established by the Secretary of a Military Department, under Section 621 or 14005 of reference (b) for specific groups of officers whose specialized education, training, or experience, and often relatively narrow utilization, make separate career management desirable.

E2.1.3. Due Course Officer. An officer (below the grade of O-7) who has been on continuous active duty since he or she was commissioned a second lieutenant or ensign, and who has neither failed of promotion nor been selected for promotion earlier than his contemporaries.

E2.1.4. Have Served. An officer who was assigned to a JDA or respective Service headquarters assignment on or after 1 October 1986 but is no longer assigned on the day the promotion selection board convenes.

E2.1.5. Joint Duty Assignment (JDA). An assignment of any duration to a position on the approved JDA List.

E2.1.6. Promotion Opportunity. The cumulative opportunity for selection for promotion of officers who have competed for promotion to the next higher grade. For the Commissioned Officer Promotion Program, it is calculated by taking the maximum number of recommendations that may be made by the promotion selection board and dividing that number by the number of officers in the zone. General and Flag officer boards include above-zone eligibles; all other boards exclude below- and above-zone eligibles.

E2.1.7. Promotion Selection Rate. The number of officers selected for promotion from a particular promotion zone (in, above or below-zone) divided by the number considered for promotion from that same zone.

E2.1.8. Promotion Timing. A 12-month average of the total active commissioned service for due-course officers promoted during each month of the fiscal

Figure H-17. Department of Defense Instruction Number 1320.14 page 14

year.

E2.1.9. Reserve Active Status List. A single list for the Army, the Navy, the Air Force, or the Marine Corps, required to be maintained under Section 14002 of reference (b), that contains the names of all officers of that Armed Force, except warrant officers (including commissioned warrant officers) who are in an active status in a Reserve component of the Army, the Navy, the Air Force, or the Marine Corps and are not on an Active Duty List.

E2.1.10. Promotion Selection Board. A board of commissioned officers convened under Section 611(a) of reference (b) to evaluate and recommend qualified officers on the Active Duty List for promotion to a higher grade or a board of commissioned officers convened under Section 14101(a) of 10 U.S.C. (reference (b)) to evaluate and recommend qualified officers on the Reserve Active Status List for promotion to a higher grade.

E2.1.11. Serving In. An officer who is assigned to a JDA or his or her respective Service headquarters as of the board convening date.

Figure H-18. Department of Defense Instruction Number 1320.14 page 15

NUMBERS TO BE RECOMMENDED FOR PROMOTION

E3.1.1. Before establishing the number of officers that may be recommended for promotion to any grade within a competitive category by a promotion selection board convened under Section 611(a) or 14101(a) of 10 U.S.C. (reference (b)), the Secretary of the Military Department concerned, in accordance with Section 622 or 14307(a) of reference (b), respectively, shall determine:

E3.1.1.1. The number of positions needed to accomplish mission objectives that require officers of such competitive category in the grade to which the board will recommend officers for promotion.

E3.1.1.2. The estimated number of officers needed to fill vacancies in such positions during the period during which the selected officers will be promoted.

E3.1.1.3. The number of officers authorized by the Secretary of the Military Department concerned to serve on active duty or in an active status in the grade and competitive category under consideration.

E3.1.2. The following guidelines shall apply to the determinations required in sections E3.1.1.1. through E3.1.1.3., above:

E3.1.2.1. Requirements for each grade and competitive category are the validated numbers determined to be needed based on skill and experience considerations.

E3.1.2.2. Estimated vacancies include unfilled requirements at higher grades.

E3.1.2.3. The number of officers authorized to serve on active duty or in an active status in a grade and competitive category may be set lower than actual requirements where grade limitations established in law may not permit requirements to be met. The number authorized also may be set higher than actual requirements when warranted by promotion flow considerations in a specific competitive category.

Figure H-19. Department of Defense Instruction Number 1320.14 page 16

INSTRUCTIONS CONCERNING COMMUNICATIONS AND INFORMATION

E4.1.1. "Each of you (president, members, recorders, and administrative support personnel) is responsible to maintain the integrity and independence of this promotion selection board, and to foster the careful consideration, without prejudice or partiality, of all eligible officers. DoD Instruction 1320.14 provides specific rules governing the conduct of officer promotion selection boards and the actions of promotion selection board personnel.

E4.1.2. "You must pay particularly close attention to the rules governing communications with and among other board members, the information authorized to be furnished to you, and the procedures you should follow if you believe that the integrity of this promotion selection board has been improperly affected.

E4.1.3. "You may not receive, initiate, or participate in communications or discussions involving information that DoD Instruction 1320.14 precludes from consideration by a promotion selection board. You are to base your recommendations on the material in each officer's military record, any information I have provided to the board in accordance with DoD Instruction 1320.14, and any information about his or her own record communicated to you by individual eligible officers under regulations I have issued. In your deliberations, you may discuss your own personal knowledge and evaluation of the professional qualifications of eligible officers to the extent that such matters are not precluded in law, DoD Instruction 1320.14, or Service regulation from consideration by a promotion selection board or inclusion in an officer's military personnel record. You may not discuss or disclose the opinion of any person not a member of the board concerning an officer being considered unless that opinion is contained in material provided to the board under DoD Instruction 1320.14.

E4.1.4. "I am the only person who may appear in person to address you on other than administrative matters. All communications with this board, other than those that are clearly administrative, must be in writing, given to each of you, and made part of the board's record. I have designated in writing those persons authorized to provide routine administrative information to you.

E4.1.5 "Before the report of the promotion selection board is signed, the recommendations may be disclosed only to members of the board, recorders, and those administrative support personnel I have designated in writing. After you sign the

Figure H-20. Department of Defense Instruction Number 1320.14 page 17

board report, only the recommendations of the board may be disclosed. Except as authorized by this Instruction and Section 616(e), 14110, or 14111 of 10 U. S. C. (reference (b)), the proceedings of the board may not be disclosed to any person not a board member or board recorder.

E4.1.6. "If at anytime you believe that you cannot in good conscience perform your duties as a member of the board without prejudice or partiality, you have a duty to request relief by me from this duty. I will honor any such request. If you believe 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, you have a duty to request from me or the Secretary of Defense relief from your obligation not to disclose board proceedings and, upon receiving it, to report the basis for your belief.

E4.1.7. "Upon the completion of board deliberations, you shall, as a minimum, certify in your report to me that:

E4.1.7.1. "To the best of your knowledge, the board complied with DoD Instruction 1320.14;

E4.1.7.2. "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;

E4.1.7.3. "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;

E4.1.7.4. "That you were not party to or aware of any attempt at unauthorized communications;

E4.1.7.5. "That, to the best of your knowledge, the board reviewed the records of each officer whose name was furnished to the board; and,

E4.1.7.6. "That the officers recommended for promotion are, in the opinion of the majority of the members of the board, fully qualified and best qualified to meet the needs of the Armed Force concerned among those officers whose names were furnished to the board."

Secretary of the (Army, Navy, Air Force)

Figure H-21. Department of Defense Instruction Number 1320.14 page 18

ACQUISITION CORPS STATISTICS
FISCAL YEAR XXXX (grade) (service) COMPETITIVE CATEGORY
PROMOTION SELECTION BOARD

E5.1.1. (Following three tables are for O-5 and O-6 promotion selection boards)

Above the Zone

	Number Considered	Number Selected	Percent
Acquisition Corps			
Board Average			

In the Zone

	Number Considered	Number Selected	Percent
Acquisition Corps			
Board Average			

Below the Zone

	Number Considered	Number Selected	Percent
Acquisition Corps			
Board Average			

E5.1.2. (Following table is for flag and general officer promotion selection boards)

	Number Considered	Number Selected	Percent
Acquisition Corps			
Board Average			

Figure H-22. Department of Defense Instruction Number 1320.14 page 19

ADMINISTRATIVE PROCEDURES

E6.1.1. Besides the information and attachments required by DoD Directive 8910.1 or DoD Instruction 1320.4 (references (g) or (h)), the Secretary of the Military Department's memorandum forwarding the results of a promotion selection board to the Secretary of Defense shall include the following (unless specified otherwise in reference (h)), the original and two copies of the memorandum and all attachments shall be provided:

E6.1.1.1. A statement recommending approval or disapproval of the board report with certification that the report, under Section 618 or 14110 of 10 U.S.C. (reference (b)), was reviewed and is in compliance with law, regulation, and the instructions, information, and guidelines furnished to the promotion selection board.

E6.1.1.2. For Active Duty List officers selected for promotion to the grade of brigadier general and rear admiral (lower half), a listing, by category, of waivers requested (good of the Service, scientific and technical, professional, and tour length) and a joint duty assignment projection that explains how the Service intends to provide a joint tour for those officers recommended for good of the Service waivers and a plan for those officers who have previously received good of the Service waivers, but have not yet been assigned to joint tours.

E6.1.1.3. The promotion selection board's record of proceedings with appropriate signature block, indicating "Approved for the President," attached to the cover memorandum (original shall be returned to the Military Department, on approval). At a minimum, this record shall include the following:

E6.1.1.3.1. Convening notice required by Section 614 or 14105 of reference (b).

E6.1.1.3.2. Board report required by Section 617 or 14109 of reference (b), signed by each board member and recorder, with the certification required by this Instruction.

E6.1.1.3.3. All instructions, information, and guidance that were provided to the board, under Section 615 or 14107 of reference (b) and this Instruction, except information concerning particular officers unless specifically requested by the

Figure H-23. Department of Defense Instruction Number 1320.14 page 20

Under Secretary of Defense for Personnel and Readiness on a case-by-case basis.

E6.1.1.4 For promotion selection boards and special promotion selection boards that considered Active Duty List officers (to the grades of O-4 and above) who are serving, or have served, in a joint duty assignment, promotion selection board statistics as required by CJCSI 1330.02 and CJCSI 1331.01 (references (c) and (d)) after the Chairman of the Joint Chiefs of Staff has reviewed and commented on the results. If promotion objectives set forth in Section 662 of reference (b) were not met, provide comments on action taken or action that will be taken to prevent further failures or explain disagreement with the Chairman of the Joint Chiefs of Staff's determination. Also include promotion statistics required by Section 667 of reference (b) in the board reports.

E6.1.1.5. For promotion selection boards that consider Acquisition Corps officers (to the grade of O-5 and above), provide confirmation that the USD (A&T) was provided a statistical comparison of Acquisition Corps selection rates to those of line officers. Provide the confirmation in one of the following ways: 1. The Secretary of the Military Department concerned so certifies in his or her memorandum to the Secretary of Defense. 2. Include a copy of the signed and dated document transmitting the data to the USD (A&T), or 3. Include a copy of the USD (A&T) response to the provided data. The data formatting instructions provided at enclosure 5 must be submitted with the coordination document.

E6.1.1.6. For board reports to the grades of O-4 through O-8, include race/ethnic profile data for the population considered by promotion selection boards. Sample format for that data is provided at enclosure 7.

Figure H-24. Department of Defense Instruction Number 1320.14 page 21

RACE/ETHNIC PROFILE DATA

RACE/ETHNIC PROFILE DATA FOR THE____PROMOTION BOARD -- APZ

	Female			Male			Total Female and Male		
	Considered	Selected	% Selected	Considered	Selected	% Selected	Considered	Selected	% Selected
White									
Black									
Hispanic									
Asian/Pac									
Amer. Ind.									
Other									
Total									

RACE/ETHNIC PROFILE DATA FOR THE____PROMOTION BOARD -- IPZ

	Female			Male			Total Female and Male		
	Considered	Selected	% Selected	Considered	Selected	% Selected	Considered	Selected	% Selected
White									
Black									
Hispanic									
Asian/Pac									
Amer. Ind.									
Other									
Total									

RACE/ETHNIC PROFILE DATA FOR THE____PROMOTION BOARD -- BPZ

	Female			Male			Total Female and Male		
	Considered	Selected	% Selected	Considered	Selected	% Selected	Considered	Selected	% Selected
White									
Black									
Hispanic									
Asian/Pac									
Amer. Ind.									
Other									
Total									

Figure H-25. Department of Defense Instruction Number 1320.14 page 22

Appendix I
Reporting Requirements

Section I
Promotion Boards

I–1.
Complete the following board reports prior to recess.

a. Board report to the SA. (Submit a separate report for each competitive category.)

(1) Identify all officers considered, placing them in one of the two categories listed below, and submit lists in the board report to the SA.

Status	Competitive Category
Recommended for promotion	(Competitive Category Considered)
Not recommended for promotion	(Competitive Category Considered)

(2) Include the certification required by DODD 1320.12 as follows.

(a) To the best of your knowledge, the board complied with DODD 1320.14;

(b) That you were not subject to or aware of any censure, reprimand, or admonishment about the recommendations of the board or the exercise of any lawful function within the authorized discretion of the board;

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

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

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

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

(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.

(3) Include a list of Officers recommended to be required to show cause for involuntary REFRAD or for elimination.

(4) Preface the list as follows.

Consideration for "Show Cause"

"The board, acting under oath and having in view the special fitness of officers and the efficiency 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) should be required to show cause for retention on active duty or for elimination."

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

b. AAR.

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

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

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

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

(b) Additional statistical summaries covering career field, KAC, single–track, Joint, and ethnic and gender selection rates, as appropriate. The Secretariat for DA Selection Boards will provide appropriate formats.

(c) Case summaries that present the board's rationale for each recommendation to show cause. The DCSPER or his designee will use these case summaries in determining whether to initiate show cause action.

Section II
Selective Continuation Boards

I–2.
Complete the following board reports prior to recess.

a. Board report to the SA. (Submit a separate report for each competitive category.)

Status	CompetitiveCategory
Recommended for continuation	(Competitive Category Considered)
Not recommended for continuation	(Competitive Category Considered)

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

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 instructions. The officers named on the enclosure are recommended by a majority of the board for continuation on active duty in their current grade."

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 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."

Section III
Lieutenant Retention

I–3.
Complete the following board report to the SA prior to recess.

a. Report officers whose records were considered for continued

RA Probationary/VI status and list the names of each eligible officer, including grade, social security number, and branch, in one of the categories specified below.

b. An alphabetical listing of all officers recommended for retention on active duty in RA Probationary/VI status.

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

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

(3) Preface each of the recommended and not recommended listings as follows.

Recommended

"The board, acting under oath and having in view the special fitness of officers and the efficiency of the Army, has carefully reviewed the case of every officer submitted to it for consideration as specified in the memorandum of instruction. In the opinion of the majority of the members, the officers named on the enclosure(s) are qualified for continued RA Probationary/VI status. They are hereby recommended."

Not Recommended

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

Deferred

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

Section IV
School Boards

I–4.

Complete the following reports prior to recess.

a. The reports will show each officer's name, rank, Social Security Number (SSN), branch, branch code, functional area, control number, and promotion indicator, as appropriate, will be attested to by the board and recorders, and will be submitted to DCSPER (DAPE–MPO) in two copies.

(1) *SSC.*

(a) ACC.

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

2. An OML of alternate selectees.

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

4. A list of officers recommended for promotion to COL from BZ and deferred officers recommended for removal with reasons for the recommendation.

(b) Special Branches.

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

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

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

(2) *CSC.*

(a) ACC.

1. An alphabetical list of all selectees by year group.

2. A list of deferred officers recommended for removal from selectee status.

3. A list of deferred officers to be retained in "selectee" status.

4. A list of principals and alternates recommended to attend the Schools of Other Nations.

(b) AMEDD:

1. An OML of selectees for each branch.

2. An alphabetical list of principals, alternates, and validated deferrals by branch.

3. 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 special fitness of officers and the efficiency 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, should be required to show cause for retention on active duty under the provisions of Chapter 3 (Release from Active Duty of Non–Regular Commissioned and Warrant Officers) or for elimination proceedings under provision of Chapter 5 (Eliminations), AR 635–100.

d. 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

(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 DCSPER may ask the board president to address specific questions in the report. The Secretariat for DA Selection Boards will provide these questions and a sample format. The board president may include additional observations or recommendations on other issues not addressed in the DCSPER'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 DCSPER will use these case summaries in determining whether to initiate show cause.

Section V
Command Boards

I–5.

Complete the following reports prior to recess.

a. Board report to the CSA. (Submit a separate report for each competitive category).

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

(2) *For command: An OML of principal and alternate selectees by command category.*

(3) *For TSM: An OML of principals and alternates for each TSM position and an OML of officers selected as alternates to fill unanticipated TSM vacancies or new starts.*

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

(5) Statistical sunmaries to indicate command category and area of concentration must also be included in the report to the CSA. The Secretariat for DA Selection Boards will provide the appropriate formats.

b. A separate report identifying officers who, in the opinion of the majority of the board, should be required to show cause for retention on active duty under the provisions of Chapter 2 (REFRAD of RC Commissioned and Warrant Officers), for elimination proceedings under provision of Chapter 4 (Eliminations), or for separation under Chapter 5 (Miscellaneous Types of Separations), AR 600–8–24.

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 special fitness of officers and the efficiency of the Army, has carefully considered the record ef 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. AAR.

(1) The board president will submit an AAR to the DCSPER. 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 DCSPER may ask the board president to address specific questions in the report. The Secretariat for DA Selection Boards will provide these questions and a sample format. The board president may include additional observations or recommendations on other issues not addressed in the DCSPER'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 DCSPER or his designee will use these summaries in determining whether to initiate show cause action after the CSA has reviewed the board report.

Section VI
Product/Project Manager and Acquisition Command Boards

I–6.

Complete the following board reports prior to recess.

a. The selection lists will show each officer's name, rank, SSN, branch, and career fields and will be attested to by a board member and the recorders and forwarded by memorandum in two copies to the DCSPER (DAPE–NPO).

(1) OML of principal and alternates for each PM position and acquisition category for which selections are made. Validated deferred principals for acquisition command 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 command category will be included in the number to be rank ordered in each command category.

(2) Priority listing for officers selected as alternates for more than one PM position vacancy.

(3) OML of officers selected as alternates to be considered to fill unanticipated PM vacancies.

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

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

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

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

c. A separate report identifying officers who, in the opinion of the majority of the board, should be required to show cause for retention on active duty under the provisions of Chapter 2 (REFRAD of RC Commissioned and Warrant officers), for elimination proceedings under provision of Chapter 4 (Eliminations), or for separation under Chapter 5 (Miscellaneous Types of Separations), AR 600–8–24.

d. AAR.

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

(2) The VCSPER may ask the board president to address specific questions in the report. The Secretariat for VA 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 DOSPER'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 DCSPER will use these case summaries in determining whether to initiate show cause.

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

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

Section VII
Retirement and Separation Boards

I–7.

The board must complete the following board reports prior to recess.

a. Board report to the SA. (Submit a separate report for each competitive category).

(1) Identify all officers considered, and list officers (in alphabetical order) that the board recommends for *involuntary separation (or early retirement).*

Status	Competitive Category
Recommended for *Involuntary* Separation (or Early *Retirement)*	(Competitive Category Considered)

(2) Preface the list of officers recommended for *involuntary separation (or early retirement)* as follows.

Recommend for *Involuntary Separation (or Early Retirement)*

"The board, acting under oath and having in view the special fitness of officers and the efficiency of the Army, has carefully reviewed the case of every officer submitted to it for consideration as specified in the Memorandum of Instruction. In the opinion of the majority of the members, the officers named on the enclosure(s) are not considered best qualified for retention on active duty. Therefore, they are recommended for *involuntary separation (or early retirement).*"

(3) *For SERBs only: Following the list of officers recommended for early retirement, list (in alphabetical order) all officers on the list of officers recommended for early retirement whom the board also recommends for referral to the Army Grade Determination Board. Preface this list with the following.*

Recommend for* Grade *Determination

"*Among the officers recommended for early retirement,* a majority *of the board recommends that the records of the following officers be referred to the Army Grade Determination Review Board for consideration prior to retirement.*"

(4) Following the list of officers recommended for *involuntary separation (or early retirement),* list (in alphabetical order) all officers on the list recommended for *involuntary separation (or early retirement)* whom the board has identified to be within the criteria established in the instructions and who should be *involuntarily separated* (or *mandatorily* retired) only for compelling manpower reasons. The basis for each officer's inclusion on this list will be fully justified in a short written statement, and the category under which consideration was given will be noted. Preface the list with the following.

Officers to be *Involuntarily* Separated *(or Mandatorily Retired)* Only for Compelling Manpower Reasons

"Among the officers recommended for *involuntary separation (or early* retirement), a majority of the board recommends that the following officers, meeting the criteria established in the instructions, be *involuntarily separated (or mandatorily* retired) only for compelling manpower reasons determined by the Secretary of the Army."

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

b. AAR to the DCSPER.

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

(3) The board president will attach to this report:
Additional statistical summaries, if any, covering career field or skill guidance, single–track, Joint, MC, Southwest Asia participation, as appropriate, or other information requested by the DCSPER or his designee. The Secretariat for DA Selection Boards will provide appropriate formats.

Section VIII
INSTRUCTIONS TO THE DA SECRETARIAT FOR ALL BOARDS GOVERNED BY DA MEMO 600–2

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.

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