



DEPARTMENT OF THE ARMY  
OFFICE OF THE DEPUTY CHIEF OF STAFF, G-1  
300 ARMY PENTAGON  
WASHINGTON DC 20310-0300

OCT 27 2009

DAPE-MPO-S

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Officer Selection Board Policy Branch SOP

1. Attached is the DCS, G-1 Officer Selection Policy Board Branch SOP dated 20 Oct 09. This document supercedes the Officer Selection Board Policy Branch SOP dated 7 Aug 02. This SOP is effective upon receipt.
2. This SOP is directive in nature. However, law, DoD directives and instructions, Army regulatory documents, or subsequent policy decisions made by SA, CSA, VCSA or the DCS, G-1 will take precedence.
3. Exceptions to this document will be made only under the authority of the DCS, G-1 or his/her authorized representative, the Director of Military Personnel Management (DMPM).
4. Page changes to this document will be published as required. Addressees are invited to submit comments and suggested improvements to HQDA (DAPE-MPO-S), 300 Army Pentagon, Washington, DC 20310-0300.
5. Distribution of this SOP will be strictly limited to those offices that have functional responsibilities related to the subjects addressed within the SOP. Offices authorized for initial distribution will not make further distribution or provide copies to individuals for personal reasons without prior coordination with ODCS, G-1.

Encls  
as

  
GINA S FARRISEE  
Major General, GS  
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**ODCS, G-1**

**OFFICER SELECTION BOARD  
POLICY BRANCH**

**STANDING OPERATING  
PROCEDURES**

**OCTOBER 2009**

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## CHAPTER 1

### GENERAL INFORMATION

1-1. Disclaimer. This Standing Operating Procedures (SOP) is intended to serve as guidance in the establishment of internal procedures. It is not intended to create any right or benefit, substantive or procedural, enforceable at law by a party against the United States, its agencies, its officers, or any person. It is not intended to be binding or to preclude deviations as required or appropriate given the circumstances.

1-2. Purpose. As authorized by the Assistant Secretary of the Army (Manpower & Reserve Affairs) (ASA(M&RA)) this SOP delineates responsibilities and procedures regarding convening, conducting, recessing, and processing the results of Headquarters Department of the Army (HQDA) selection boards.

1-3. Scope. This SOP applies to all Active Component (AC) and Reserve Components (RC) officer centralized selection boards to include officer promotions, special selection boards (SSB), special boards, command and school selection, project and product manager (PM) selection, selective early retirement (SERB), reduction in force (RIF), release from active duty (REFRAD) boards, Deputy Chief of Staff, G-1 (DCS, G-1) special review boards and selective continuation (SELCON).

1-4. The DCS, G-1, or his designee, has the authority to approve exceptions or waivers to this SOP that are consistent with controlling law and regulations..

1-5. Acronyms.

ILT	First Lieutenant
AC	Active Component
ACOM, ASCC, DRU	Army Command, Army Service Component Command, Direct Reporting Unit (Formerly Major Command (MACOM))
AAC	Army Acquisition Corps
AAE	Army Acquisition Executive
AAR	After Action Report
ABCMR	Army Board for Correction of Military Records
ACC	Army Competitive Category
ACOM	Army Command
AD	Active Duty
ADL	Active Duty List
ADSO/ASO	Active Duty Service Obligation/Active Service Obligation
AER	Academic Evaluation Report
AFCS	Active Federal Commissioned Service
AFS	Active Federal Service
AGR	Active Guard Reserve
AHRC	Army Human Resources Command
AIG	Address Indicating Group
AMB	Acquisition Management Branch
AMC	U.S. Army Material Command
AMEDD	Army Medical Department
AN	Army Nurse Corps
AOC	Area of Concentration
APL	Army Promotion List
AR	Army Regulation
ARADMD	Army Reserve Active Duty Management Directorate
ARNGUS	Army National Guard of the United States
AS	Active Service
ASA(M&RA)	Assistant Secretary of the Army (Manpower & Reserve Affairs)

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ASA(AL&T)	Assistant Secretary of the Army (Acquisition, Logistics and Technology)
ASA(FM&C)	Assistant Secretary of the Army (Financial Management & Comptroller)
ASC	Acquisition Support Center
ASCC	Army Service Component Commands
ASI	Additional Skill Identifier
ASMB	Active Service Management Board
AWC	Army War College
AWCDEP	Army War College Distance Education Program
AZ	Above Zone
BB	Broad Band
BG	Brigadier General
BOLC	Basic Officer Leadership Course
BZ	Below the Zone
C DATE	Convene Date
CAB	AGR Company, Detachment, and Battalion Command Assignment Board
CC	Competitive Category
CCAB	AGR Colonel Command Assignment Board
CCASB	U.S. Army Reserve Command (USARC) Colonel Command Assignment Selection Board
CCC	Captains Career Course
C&D	Commendatory & Disciplinary
CAR	Chief, Army Reserve
CCF	Central Clearance Facility
CCH	Chief of Chaplains
CEL	Civilian Education Level
CEL 1	Civilian Education Level (PhD)
CEL 2	Civilian Education Level (Masters degree)
CEL 5	Civilian Education Level (Bachelors degree)
CEL 6	Civilian Education Level (Associate degree)
CEL 8	Civilian Education Level (HS graduate)
CG	Commanding General
CH	Chaplain
CIC	Criminal Investigation Command
CID	Criminal Investigation Division
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
CMB	Command Management Branch
CMD	Career Management Office, HRC
CNGB	Chief, National Guard Bureau
COL	Colonel
CONUS	Continental United States
CPT	Captain
CRB	Command/Key Billet Review Board
CSA	Chief of Staff, Army
CSC	Control Specialty Code (USAR)
CSC	Command and Staff College
CSL	Centralized Selection List
CSL-C	Centralized Selection List-Command
CSL-KB	Centralized Selection List-Key Billet
CSLRB	Command Selection List Review Board
CTC	Combat Training Center
CW2	Chief Warrant Officer, Two
CW3	Chief Warrant Officer, Three
CW4	Chief Warrant Officer, Four
CW5	Chief Warrant Officer, Five
CY	Calendar Year
DA	Department of the Army
DACM	Director of Acquisition Career Management

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DACORB	DA Conscientious Objector Review Board
DAIG	DA Inspector General
DARNG	Director Army National Guard
DASEB	DA Special Evaluation Board
DAWIA	Defense Acquisition Workforce Improvement Act
DC	Dental Corps
DCMC	Defense Contract Management Command
DCS, G-1	Deputy Chief of Staff, G-1
DCS, G-3	Deputy Chief of Staff, G-3
DIS	Defense Investigative Service
DISCOM	Division Support Command
DLA	Defense Logistics Agency
DMG	Distinguished Military Graduate
DMDC	Defense Manpower Data Center
DMPM	Director of Military Personnel Management
DOD	Department of Defense
DODD	Department of Defense Directive
DODI	Department of Defense Instruction
DRU	Direct Reporting Unit
DSC	Distinguished Service Cross
DTIG	Deputy the Inspector General
EEO	Equal Employment Opportunity
ESRB	Enlisted Special Review Board
FA	Functional Area
FAO	Foreign Area Officer
FD	Functional Designation
FOA	Field Operating Agency
FOIA	Freedom of Information Act
FORSCOM	Forces Command
FS	Field Services
FS	Force Sustainment
FY	Fiscal Year
GCMCA	General Court-Martial Convening Authority
GOAAB	General Officer Assignment Advisory Board
DA GOMO	General Officer Management Office
GORB	General Officer Review Board
HQDA	Headquarters, Department of the Army
HRC-A	U.S. Army Human Resources Command- Alexandria
HRC-STL	U.S. Army Human Resources Command – St. Louis
IAW	In Accordance With
ILE	Intermediate Level Education
IMA	Individual Mobilization Augmentee or Installation Management Agency
IRR	Individual Ready Reserve
ITT	Inter Theater Transfer
JAGC	Judge Advocate Generals Corps
JCS	Joint Chiefs of Staff
JDA	Joint Duty Assignment
JPME	Joint Professional Military Education
JSO	Joint Specialty Officer
KB	Key Billet
LDD	Leader Development Division, OPMD, HRC
LTC	Lieutenant Colonel
MAAG	Military Assistance and Advisory Group
MAJ	Major
M-Day	Man Day
MC	Medical Corps

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MEL	Military Educational Level
MEL 1	Military Educational Level (SSC/WOSSC graduate)
MEL 2	Military Educational Level (SSC selectee)
MEL 3	Military Educational Level (Correspondence Studies Course 1st year)
MEL 4	Military Educational Level (ILE/CSC/WOSC graduate)
MEL 5	Military Educational Level (ILE/CSC selectee)
MEL L	Military Educational Level (CAS3 enrollee)
MEL N	Military Educational Level (CAS3 graduate)
MEL 6	Military Educational Level (OAC/WOAC graduate)
MEL 7	WOBC graduate
MFA	Medical Functional Area
MFE	Maneuver, Fires, & Effects
MG	Major General
MOH	Medal of Honor
MOI	Memorandum of Instruction
MOS	Military Occupational Specialty
MRD	Mandatory Retirement/Removal Date (for AC/RC)
MS	Medical Service Corps
NCO	Noncommissioned Officer
NCOER	Noncommissioned Officer Evaluation Report
NGB	National Guard Bureau
OAC	Officer Advanced Course
OASA (M&RA)	Office of the Asst SA for Manpower and Reserve Affairs
OCAR	Office of the Chief, Army Reserve
OCCH	Office of the Chief of Chaplains
OCONUS	Outside Continental United States
OCS	Officer Candidate School
OCSA	Office of the Chief of Staff, Army
ODCS, G-1	Office of the Deputy Chief of Staff, G-1
ODCS, G-3	Office of the Deputy Chief of Staff, G-3
OER	Officer Evaluation Report
OJCS	Office of the Joint Chiefs of Staff
OML	Order of Merit List
OMPF	Official Military Personnel File
OPMD	Officer Personnel Management Directorate
OPMS	Officer Personnel Management System
ORB	Officer Record Brief
OS	Operations Support
OSD	Office of the Secretary of Defense
OSRB	Officer Special Review Board
OTJAG	Office of The Judge Advocate General
OTRA	Other Than Regular Army
OTSG	Office of the Surgeon General
PAM	Pamphlet
PBS	Post Board Screen
PCS	Permanent Change of Station
PDASA	Principal Deputy Assistant Secretary of the Army
PDUSD	Principal Deputy Under Secretary of Defense
PEO	Program Executive Officer
PDE	Professional Development Education
PH	Purple Heart
PM	Project Manager/Product Manager
POC	Point of Contact
POW	Prisoner of War
PQR	Personnel Qualification Record
PRB	Promotion Review Board

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PSSP	Personnel Suitability Screening Process
PVB	Position Vacancy Board
PZ	Primary Zone
R-File	Restricted File
RA	Regular Army
RASL	Reserve Army Status List
RC	Reserve Component
REDCAT	Racial & Ethnic Descent Category
REFRAD	Release from Active Duty
RIF	Reduction in Force
ROK	Republic of Korea
ROTC	Reserve Officers' Training Corps
SA	Secretary of the Army
SC	Specialty Code
SELCON	Selective Continuation
SERB	Selective Early Retirement Board
SGM	Sergeant Major
SLD	Senior Leader Development
SMB	Special Management Branch
SOP	Standard Operating Procedure
SP	Army Medical Specialist Corps
SRB	Selective Retirement Board
SSB	Special Selection Board
SSC	Senior Service College
SSCB	Special Selective Continuation Board
SSS	Selective Service System
STRAP	Specialized Training Assistance Program
SWA	Southwest Asia
SWOT	Senior Warrant Officer Training
TDA	Table of Distribution and Allowances
TDRL	Temporary Disabled Retired List
TIG	The Inspector General
TIG	Time in Grade
TIS	Time in Service
TJAG	The Judge Advocate General
TOE	Table of Organization and Equipment
TOS	Term of Service
TPU	Troop Program Unit
TRADOC	U.S. Army Training and Doctrine Command
TSG	The Surgeon General
TSM	TRADOC Systems Manager
TSS	Training and Strategic Support
UCMJ	Uniform Code of Military Justice
UP	Under Provisions Of
USAR	U.S. Army Reserve
USARC	U.S. Army Reserve Command
USAREC	U.S. Army Recruiting Command
USAREUR	U.S. Army, Europe
USC	United States Code
USMA	United States Military Academy
VC	Veterinary Corps
VCSA	Vice Chief of Staff, Army
WO	Warrant Officer
WO1	Warrant Officer One
WOAC	Warrant Officer Advanced Course
WOBC	Warrant Officer Basic Course

WOCS	Warrant Officer Candidate School
WOSC	Warrant Officer Staff Course
WOSSC	Warrant Officer Senior Staff Course
YOS	Years of Service

1-6. Terms. These definitions are provided solely for the purpose of interpreting this SOP (and the actions addressed therein).

a. Active Component or AC. Refers to officers on the Active Duty List (ADL) (Ref Title 10 Chapter 36 for Commissioned Officers; Chapter 33A for Warrant Officers).

b. Active Guard Reserve or AGR. The Active Guard Reserve (AGR) Program supports and enhances the mobilization readiness of the Reserve Components (RC). AGR Soldiers serve full time in either the Army Reserve or Army National Guard. They receive the same benefits and entitlements of active duty Soldiers. Soldiers serving in AGR are stationed worldwide in positions that directly support the RC. (see Title 10 U.S.C. § 12310)

c. Alternate Command/Key Billet Designated Officer. An officer selected for assignment to command/key billet positions within a particular command/key billet category. This officer cannot be designated as a principal command/key billet designated officer because of limited command vacancies. Alternate command/key billet designated officers may be assigned to command/key billet if requirements for command/key billet designated officers occur for which a principal command/key billet designated officer is not available. Once activated, an alternate command/key billet selectee becomes subject to all provisions applicable to principals.

d. Command and Staff College (CSC)/Intermediate Level Education (ILE). Any one of the following schools: the U.S. Army Command and General Staff College, the U.S. College of Naval Command and Staff, the U.S. Air Command and Staff College, the U.S. Marine Corps Command and Staff College, the Western Hemisphere Institute for Security Cooperation Command & General Staff Officer Course (WHINSEC-CGSOC), or foreign military staff colleges which have been granted MEL 4 equivalency by the DCS, G-3.

e. Command/Key Billet Category. A grouping of command and key billet positions with similar skills and requirements.

f. Centralized Selection List or CSL. A list of command and key billet positions by category approved by CG, HRC to be commanded or served by officers selected by the CSL board. The Surgeon General is responsible for the development and approval of the Army Medical Department CSL. The Army Acquisition Executive (AAE) is responsible for the development and approval of the Army Acquisition Corps CSL.

g. Competitive Category or CC. A separate promotion category established by the Secretary of a Military Department, under Section 621 or 14005 of Title 10, U.S.C., for specific groups of officers whose specialized education, training, or experience, and often relatively narrow utilization, make separate career management desirable. A separate promotion category established under the authority of the Secretary of the Army for groups of Army Reserve warrant officers whose utilization make separate career management desirable.

h. Competitive Grouping. A grouping of eligible officers within a functional category or group of functional categories or a grouping of eligible officers who have unique qualifications for command/product/PM selection in a particular command category.

i. Constructive Credit. Credit for serving in a key billet if the position is later designated a Command Selection List – Key Billet (CSL-KB).

j. Deferee or Deferred Selectee. A designee who has been deferred from command, school, or key billet as scheduled due to operational, administrative, personal reasons, or a pending removal action.

k. District Engineer Position. A command designated position in which an officer represents the Chief of Engineers in the engineer district. This officer supervises local construction in connection with military installations of the Army and other services and agencies designated by the SA and the DOD. A district engineer also is responsible for the supervision and administration of the DA Civil Works Program.

l. Equivalent Colleges. A foreign college at the same school level as the U.S. SSC or U.S. Army CSC.

m. HQDA Centralized Selection Board. Boards conducted by the DA Secretariat for DA Selection Boards on behalf of HQDA.

n. Installation Command Category: Support tenant units or activities in a designated geographic area by organizing, directing, coordinating, and controlling installation support and service activities. They are TDA organizations, both CONUS and OCONUS, dedicated to supporting and protecting Army Soldiers, civilians and their families. They are accountable for critical mission areas such as mobilization, public works, real property management, and local civil authorities/host nation rapport.

o. Operations Command Category: Battalion and brigade sized units, expeditionary in nature and deployable world wide with approved TO&E, joint organization and special mission units (SMU) providing the fighting power available to combatant or joint task force commanders with a primary mission to deploy to a theater of combat operations. Contact with hostile enemy is probable (may become involved in military actions, operations, or hostilities against an enemy of the United States or against an opposing military force). (Title 10 USC Chapter 1).

p. Principal Command/Key Billet Designated Officer. An officer selected as best qualified for assignment to any of the CSL command-designated or key billet positions within a particular command/key billet category for which a known vacancy is forecasted.

q. Principal Senior Service College (SSC) Selectees. Officers selected by the HQDA SSC selection board and slated against the original number of SSC seats provided to that board.

r. Product Manager, Project Manager or PM. Responsible for the development of overall program management, plans, requirements, execution, control and direction of the work and associated resources required for life cycle management of the program/system and associated products. Product Managers are typically Lieutenant Colonel or civilian GS-14 or broadband/payband equivalent converted grade and are DA centrally selected by a Secretariat board. Project Managers are typically Colonel or civilian GS-15 or broadband/payband equivalent converted grade and are DA selected by a Secretariat board.

s. Qualified Designee. An officer who has demonstrated the capability to command a particular type unit in a command category based on requisite background, experience, skill, and training that supports the basic mission requirements of the unit. Based on his/her record, a qualified designee can be reasonably expected to successfully perform the duties inherent to command the particular type unit without reservation that the officer's assignment to that command may jeopardize fulfillment of the unit mission because of the lack of specific qualifications.

t. Recruiting and Training Command Category: Focused on generating Soldiers into conventional and special mission units of the US Army and sister services, typically TDA organizations that support the training of units from the Army and sister services. They are typically fixed-site and non-deployable. The cadre and non-training Soldiers are typically not required to qualify with individual weapons.

u. Reserve Component or RC. Refers to ARNGUS and USAR not on the ADL. RC officers, other than warrant officers, not on the ADL, are on the Reserve Active-Status List (RASL) unless placed in the Standby Reserve (inactive status list), Retired Reserve, or inactive National Guard.

v. Secretariat, Army Secretariat, or DA Secretariat for Boards. Terms for the Secretariat for DA Selection Boards.

w. Senior Staff College or SSC. Any one of the following schools: the U.S. AWC, the National War College, the Industrial College of the Armed Forces, the Naval War College, the Air War College, approved SSC Fellowship, or foreign military SSCs that have been granted MEL 1 equivalency by DCS, G-3.

x. SSC Fellowship Program. An alternative opportunity for attendance at a SSC whereby a selectee completes a fellowship at a recognized civilian university or institution and also completes a module of instruction as developed by DCS, G-3 or attends a military educational institution in a fellowship status.

y. Strategic Support Command Category. Battalion and brigade sized units, mainly approved TDA units focused on providing support such as analysis, intelligence, communications, materials, medical, logistics and technology to a theater. These commands conduct actions in a garrison environment supporting the war fighter or trainer CONUS or OCONUS, primarily fixed-site and non-deployable and may have subordinate unit slices that deploy to a theater of combat operations. Their guidon will not deploy to a theater of combat.

z. Special Boards (See Chapter 5). A generic term used to describe the following boards, or any other Special Board directed by competent authority (this term does not include Special Review Boards (i.e. OSRB/ESRB/DASEB/DACORB) governed by chapter 8 of this SOP)):

(1) Special Selection Board (SSB). A panel of officers that is convened under 10 U.S.C § 628 (10 U.S.C. § 14502 for officers on the RASL) and AR 600-8-29 (AR 135-155 for officers on the RASL) to evaluate and recommend commissioned officers on the ADL or the RASL, former commissioned officers previously on active duty, and warrant officers (to include former warrant officers) on the warrant officer ADL for promotion consideration because the person was not considered due to administrative error, or following a determination that the action of a board that considered and did not select the person was contrary to law or involved material error of fact or material administrative error, or if the board did not have before it for its consideration material information. Special Selection Boards make select and non-select determination; therefore, SSB determinations are not merely advisory.

(2) Special Selective Continuation Board (SSCB). A panel of officers that is convened under 10 U.S.C. § 637 for commissioned officers (10 U.S.C. § 580 for warrant officers) and AR 600-8-29, to consider for selective continuation of officers who have twice failed selection for promotion, provided the officers would or should have been considered by a selective continuation board following their second failure of selection for promotion. Special Selective Continuation Boards for USR warrant officers on the ADL are solely governed by AR 600-8-29. Continuation of an officer on active duty pursuant to the recommendation of a Special Selective Continuation Board is subject to the approval of the Secretary of the Army.

(3) Promotion Review Board (PRB). A panel of officers that convenes under 10 U.S.C. § 629 for commissioned officers (10 U.S.C. § 580 for warrant officers) and AR 600-8-29 to consider retention or removal of an officer from a promotion list based on recently introduced adverse information. PRB recommendations are advisory to the SA.

(4) Command Review Board (CRB). A panel of officers that convenes under Chapter 5, this SOP, to consider retention or removal of an officer from a centralized command/key billet list based on recently introduced adverse information. CRB recommendations are advisory to the CSA/VCSA. CRBs will replicate the PRB process, as much as practical.

(5) ABCMR Advisory Board. A panel of officers that convenes UP 10 U.S.C § 1558, to provide advisory opinions at the direction of the ABCMR.

(6) Special Reappointment Grade Review Board. A panel of officers that convenes under 10 U.S.C. §1221 and AR 635-40 to make recommendations concerning the reappointment grade of officers returning from the TDRL.

(7) Promotion Advisory Board (PAB). UP AR 135-155, paragraph 3-19a(1), PABs are non-statutory RC boards, and convene to reconsider all warrant officers, to include commissioned warrant officers. These boards will also reconsider commissioned officer (other than commissioned warrant officers) who were either non-selected or were erroneously not considered for promotion by a mandatory promotion board convened before 1 October 1996.

a1. Special Branches. Special branches include CH, JA, and the six branches of the AMEDD (AN, DC, MC, MS, VC, and SP) (10 USC Section 3064). Each special branch is a separate competitive category.

a2. Unslated Principal. A principal or activated alternate command/key billet designated officer who for reasons beyond his/her control cannot assume command of the unit or serve in the key billet for which slated. Unslated principals are slated to the first available command vacancy for which qualified during the current fiscal year or deferred to the next year. Unslated principals must be named in the results package released to the field or otherwise formally notified of their status of principal command/key billet selectee.

#### 1-7. Regulations/Publications.

AR 20-1	Inspector General Activities and Procedures
AR 27-1	Legal Services, Judge Advocate Legal Services
AR 135-18	The Active Guard Reserve (AGR) Program
AR 135-100	Appointment of Commissioned and Warrant Officers of the Army
AR 135-101	Appointment of Reserve Commissioned Officers for Assignment to Army Medical Department Branches
AR 135-155	Promotion of Commissioned Officers and Warrant Officers Other than General Officers
AR 135-156	Reserve Component General Officer Personnel Management
AR 135-175	Separation of Officers
AR 135-91	Service Obligations, Methods of Fulfillment, Participation Requirements, and Enforcement Procedures
AR 135-382	Reserve Component Military Intelligence Units and Personnel
AR 140-10	Assignments, Attachments, Details and Transfers
AR 140-30	Active Duty in Support of the United States Army Reserve (USAR) and Active Guard Reserve (AGR) Management Program
AR 350-1	Army Training and Leader Development
AR 350-100	Officer Active Duty Service Obligations
AR 380-5	Department of the Army Information Security Program
AR 600-8-2	Suspension of Favorable Personnel Actions (Flags)
AR 600-8-24	Officer Transfers and Discharges
AR 600-8-29	Officer Promotions
AR 600-8-104	Military Personnel Information Management/Records
AR 600-9	The Army Weight Control Program
AR 600-20	Army Command Policy
AR 600-23	Nondiscrimination in Federally Assisted Programs
AR 600-37	Unfavorable Information
AR 600-43	Conscientious Objection
AR 611-1	Military Occupational Classification Structure Development and Implementation
AR 623-3	Evaluation Reporting System
AR 635-40	Physical Evaluation for Retention, Retirement, or Separation
CJCSI 1330.05	Joint Officer Management Program Procedures
DA Memo 600-1	Evaluation Report Appeals

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DA Memo 600-2	Policies and Procedures for Active-Duty List Officer Selection Boards
DA Memo 600-4	Policies and Procedures for Reserve Components Officer Selection Boards
DA Pam 600-3	Commissioned Officer Professional Development and Career Management
DA Pam 600-4	Army Medical Department Officer Development and Career Management
DAWIA	Defense Acquisition Workforce Improvement Act
DA PAM 623-3	Evaluation Reporting System
DODI 1320.4	Military Officer Actions Requiring Approval of the Secretary of Defense or President, or Confirmation by the Senate
DODI 1320.08	Continuation of Commissioned Officers on Active Duty and on the Reserve Active Status List
DODI 1320.11	Special Selection Boards
DODI 1320.12	Commissioned Officer Promotion Program
DODI 1320.13	Commissioned Officer Promotion Reports (COPRs) and Procedures
DODI 1320.14	Commissioned Officer Promotion Program Procedures
DODI 1332.32	Selective Early Retirement of Officers on an Active Duty List and the Reserve Active Status List and Selective Early Removal of Officers From the Reserve Active Status List

**TITLE 10 USC:**

CH 33	Original Appointments of Regular Officers in Grades Above Warrant Officer Grades
CH 33A	Appointment, Promotion, and Involuntary Separation and Retirement for Members on the Warrant Officer Active-Duty List
CH 33A § 573	Convening of Selection Boards
CH 33A § 574	Warrant Officer Active-Duty Lists; Competitive Categories Number to be Recommended for Promotion; Promotion Zones
CH 33A § 575	Recommendations for Promotion by Selection Boards
CH 33A § 576	Information to be Furnished to Selection Boards; Selection Procedures
CH 33A § 580	Regular Warrant Officers Twice Failing of Selection for Promotion; Involuntary Retirement or Separation
CH 33A § 581	Selective Retirements
CH 36	Promotion, Separation, and Involuntary Retirement of Officers on the Active-Duty List
CH 36 § 611	Convening of Selection Boards
CH 36 § 612	Composition of Selection Boards
CH 36 § 614	Notice of Convening of Selection Boards
CH 36 § 615	Information Furnished to Selection Boards
CH 36 § 616	Recommendations for Promotion by Selection Boards
CH 36 § 617	Reports of Selection Boards
CH 36 § 618	Action on Reports of Selection Boards
CH 36 § 622	Numbers to be Recommended for Promotion
CH 36 § 623	Establishment of Promotion Zones
CH 36 § 624	Promotions: How Made
CH 36 § 628	Special Selection Boards
CH 36 § 629	Removal from a List of Officers Recommended for Promotion
CH 36 § 632	Effect of Failure of Selection for Promotion; Captains and Majors of the Army
CH 36 § 637	Selection of Regular Officers for Continuation on Active Duty
CH 36 § 638	Selective Early Retirement
CH 61	Retirement or Separation for Physical Disability
CH 61 § 1211	Members on Temporary Disability Retired List: Return to Active Duty; Promotion
CH 79 § 1558	Review of Actions of Selection Boards: Correction of Military Records by Special Boards: Judicial Review
CH 87 § 1734	Career Development
CH 303 § 3017	Secretary of the Army; Successors to Duties
CH 307	The Army
CH 307 § 3064	Special Branches
CH 367	Retirement for Length of Service
CH 367 § 3911	Twenty Years or More: Regular or Reserve Commissioned Officers

- CH 1209 § 12313 Reserves: Release from Active Duty
- CH 1219 § 12643 Boards for Appointment, Promotion and Certain other Purposes: Composition
- CH 1403 § 14101 Convening of Selection Boards
- CH 1403 § 14102 Selection Boards: Appointment and Composition
- CH 1403 § 14105 Oath of Members
- CH 1403 § 14107 Information Furnished by the Secretary Concerned to Promotion Boards
- CH 1403 § 14108 Recommendations by Promotion Boards
- CH 1403 § 14109 Reports of Promotion Boards: In General
- CH 1403 § 14110 Reports of Promotion Boards: Review by Secretary
- CH 1405 § 14302 Promotion Zones
- CH 1405 § 14303 Eligibility for Consideration for Promotion: Minimum Years of Service in Grade
- CH 1405 § 14304 Eligibility for Consideration for Promotion: Maximum Years of Service in Grade
- CH 1405 § 14310 Removal of Officers from a List of Officers Recommended for Promotion
- CH 1407 § 14502 Special Selection Boards: Correction of Errors
- CH 1409 § 14701 Selection of Officers for Continuation on the Reserve Active- Status List

## CHAPTER 2

### ACTIVE COMPONENT (AC) OFFICER PROMOTIONS

2-1. Purpose. To delineate responsibilities and establish policies and procedures regarding AC officer promotions.

2-2. Scope. This chapter applies to ADL commissioned officer promotions to CPT, MAJ, LTC, and COL and ADL warrant officer promotions to CW3, CW4, and CW5.

2-3. Responsibilities.

a. DCS, G-1 (or his designee, the DMPM).

(1) Exercises general staff supervision over officer promotions.

(2) Develops plans and policies governing promotions.

(3) Recommends zones of consideration and selection rates for officer promotions. ODCS, G-1 Officer Selection Board Policy Branch will coordinate with OTSG, OTJAG, and OCCH to determine zones of consideration and selection rates for special branch competitive categories.

(4) Responsible for convening, conducting, recessing, adjourning, and processing the results of HQDA promotion selection boards at the direction of the Secretary of the Army.

(5) Determines monthly officer promotions by competitive category based on Army needs, and after coordination with TSG, CCH, and TJAG, provides HRC with cutoff information for each grade and category.

b. TSG, CCH, and TJAG.

(1) Coordinates with ODCS, G-1 Officer Selection Board Policy Branch to determine zones of consideration and selection rates for officers under their management.

(2) Coordinates number of monthly officer promotions.

(3) Initiates action as necessary to remove officers under their management from promotion lists.

c. CG, HRC.

(1) Promulgates worldwide announcement of convening of promotion boards and zones of consideration.

(2) Provides DA Secretariat for Boards/OPMD rosters.

(3) Verifies promotion status of officers recommended for promotion or on promotion lists prior to publication.

(4) Determines relative precedence (order of seniority) of all officers on a given standing promotion list IAW 10 USC Section 624 and AR 600-8-29.

(5) Issues promotion orders as required IAW information received monthly from ODCS, G-1 Officer Selection Board Policy Branch.

(6) Initiates action as necessary to remove officers from promotion lists IAW AR 600-8-29.

(7) Administers Post-Board Screen (PBS) UP the Army's Personnel Suitability Screening Policy.

2-4. General.

a. AC promotion boards are governed by law, DOD directives and instructions, Army regulations, policy, and needs of the service. Specifically, AC promotions are governed by Chapters 33A, 36, and 38 Title 10 USC, DODD 1320.12 and DODI 1320.14 (for commissioned officers) and implemented by AR 600-8-29.

b. ODCS, G-1 Officer Selection Board Policy Branch will issue MOI signed and approved by the SA or his designee to each HQDA promotion selection board. Each MOI will express SA guidance and provide selection objectives for that selection board.

c. USMA Permanent Professors are appointed by the President, by and with the advice and consent of the Senate, UP 10 U.S.C § 4333(b). Such appointments are subject to the limitation of 10 U.S.C. § 4331(b)(4), which limits the number of USMA Permanent Professors to 22. UP 10 U.S.C. § 3962, any USMA Permanent Professor whose grade is below brigadier general, and whose service as such a professor has been long and distinguished, may, in the discretion of the President, be retired in the grade of brigadier general.

2-5. Officer Promotions.

a. Methods of Selection. Selection methodology is set forth in AR 600-8-29 and DA Memo 600-2.

b. Decentralized Promotions. The promotion of officers to ILT and CW2 will be accomplished on a decentralized basis. AR 600-8-29 provides policies and procedures. For the captain certification promotion process for first lieutenant of the special branches, see AR 600-8-29, paragraphs 1-36 and 1-37.

c. Zones of Consideration and Selection Rates.

(1) After coordination with OTSG, OCCH, and OTJAG when officers from the appropriate special branch are to be considered, ODCS, G-1 Officer Selection Board Policy Branch will establish and release zones of consideration (IZ, AZ, and BZ) and maximum numbers to be recommended for selection for all promotions by applying the criteria of 10 USC Sections 574, 622, and 623 and AR 600-8-29. Every effort will be made to determine the zone of consideration at least 95 days prior to the convene date of applicable board. Early determination will permit HRC to notify the field via worldwide message not later than 90 days prior to the convene date of appropriate board. The zone of consideration analysis (e.g. 5 year plan) will be included with the proposed MOI submitted for approval and signature by the Secretary of the Army. In most cases, the maximum number to be selected cannot be firmly established until immediately prior to convening the board.

(2) While the process of promoting to requirements by competitive category may result in different career patterns for certain competitive categories, promotion opportunity within each grade and competitive category should be relatively similar over a period of five years. Promotion of officers with the following promotion timing and opportunity will be regarded as generally desirable.

<u>TO GRADE</u>	<u>TIS*</u>	<u>OPPORTUNITY**</u>
CW3	7-8 yrs (AV) 6-7 yrs (Tech)	80%
CW4	12-13 yrs (AV) 10-11 yrs (Tech)	76%

US Army G-1 Officer Selection Board Policy Branch Standing Operating Procedures—October 2009

CW5	18-19 yrs (AV) 15-16 yrs (Tech)	44%
1LT	1.5 years	Fully-qualified
CPT	3.5 years	Fully qualified
MAJ	10 yrs +/- 1 yr	80%
LTC	16 yrs +/- 1 yr	70%
COL	22 yrs +/- 1 yr	50%

\* TIS for CW3 - CW5 equals years of warrant officer service. TIS for 1LT - COL is based on ADL date of rank which includes constructive service credit.

\*\* IAW 1992 Warrant Officer Management Act promotion opportunity is defined as the cumulative opportunity for selection for promotion of officers who have competed for promotion to the next higher grade. Opportunity is calculated by taking the maximum number of selections that can be made by the selection board and dividing that number by the number of officers in the zone (exclude below and above zone eligibles).

MC/DC

<u>TO GRADE</u>	<u>TIS</u>	<u>OPPORTUNITY</u>
MAJ	6 yrs	80%
LTC	12 yrs	70%
COL	18 yrs	50%

(3) Promotion opportunity and timing may vary from the above targets in those promotion categories where based on the demonstrated needs of the Army.

(4) Promotion point objectives for officers in the MC and DC are established in AR 600-8-29.

d. Eligibility for Consideration. Consideration for promotion will be based on the officer's standing on the ADL as determined by date of rank. To be eligible for promotion consideration, an officer must meet criteria established in AR 600-8-29.

e. Preparation of Rosters for Selection Boards. Upon receipt of promotion zones of consideration from ODCS, G-1 Officer Selection Board Policy Branch, HRC will prepare rosters of officers eligible for consideration who are above, in, and below the promotion zone. These rosters will be provided to selection boards and may be changed as a result of information received subsequent to their initial preparation.

f. Promotions from Promotion Lists.

(1) Names of officers selected for promotion to the same grade will be maintained according to seniority for each competitive category (Army (i.e., MFE, OS, FS), JA, CH, MS, SP, AN, VC, MC, and DC). Names of warrant officers selected for promotion to the same grade will be maintained according to seniority for each grade.

(2) Promotions of eligible officers will be made from each competitive category promotion list in order of seniority as officers are needed in that competitive category to fill requirements that have developed due to separation actions and/or approval of additional authorizations.

(3) In those cases where a terminally ill officer is on a promotion list, ODCS, G-1 Officer Selection Board Policy Branch will review facts of the specific case, consider relevant provisions of law and regulations, and determine whether the individual may be promoted before his or her death.

(4) Promotions in MC and DC are made in accordance with AR 600-8-29.

g. Removals. Removal action is conducted IAW AR 600-8-29.

## 2-6. BZ Promotions.

a. General.

(1) ADL promotion boards for CW4, CW5, MAJ, LTC, and COL for all competitive categories may consider officers for promotion from BZ.

(2) BZ promotion consideration and recommendations are conducted IAW AR 600-8-29, paragraph 1-34 and DA Memo 600-2.

b. Zones of Consideration. A group selection methodology allows one new promotion cohort to be considered from BZ each year. Normally, officers receive at least one below the zone opportunity to the grades of CW4 and CW5, MAJ, LTC and COL. In November 2007, SA authorized DCS, G-1 to increase the BZ eligibility zone to include two year groups for field grade promotion selection boards. UP of Title 10, § 619 and AR 600-8-29, paragraph 1-10, officers must meet TIG requirements for BZ consideration.

c. Selection Rates. Selection boards considering officers for promotion may be authorized to recommend officers for selection from BZ as long as this number does not exceed 10 percent of the total number to be recommended for promotion and the quality of officers from BZ merits such selection. In those cases when the number of officers that may be recommended for promotion from in and above the promotion zone is less than 10, one officer may be recommended for promotion from BZ. Each MOI will specify the maximum number that may be recommended for selection from BZ. The MOI may not establish a mandatory minimum number of officers to be selected from BZ. The number of officers recommended for promotion from below the promotion zone does not increase the maximum number of officers which the board is authorized under the MOI to recommend for promotion.

d. Selection Procedures. See Chapter 4 this SOP.

## 2-7. Effect of Non-selection or Removal from Promotion List.

a. SSB.

(1) Omission cases. Commissioned officers below the grade of COL or warrant officers who were not considered by a regularly scheduled board who are considered by a SSB and not recommended for promotion under criteria of the regularly scheduled board will be considered to have failed selection for promotion.

(2) Reconsideration cases. Commissioned officers and warrant officers who are considered by a regularly scheduled board and not selected for promotion and who are subsequently considered by a SSB and not recommended for selection will incur no additional failure of selection. The non-selection by the regular board remains unchanged.

b. PRB. Removal from a list on recommendation of a PRB follows the rules stated in AR 600-8-29, paragraph 8-10.

## 2-8. Recommended and Promotion Lists.

### a. General.

(1) The listing of officers recommended for promotion in the AC by a selection board is titled a "Recommended List" from the time the board recesses until the Board Report is approved by the approval authority. Thereafter, the list is titled a "Promotion List."

(2) Recommendations of a PRB, when approved, may result in removal from a promotion list.

(3) Only the President of the United States or his or her designee may remove a name from a Board Report.

### b. Amending Recommended and Promotion Lists.

(1) The President, or his designee, may remove the name of an officer, from a list of officers recommended for promotion by if the officer was selected by a selection board (10 U.S.C. § 629(a)). This authority has been delegated to the Secretary of the Army (see AR 600-8-29, paragraph 8-1b). The Secretary of the Army may also remove the name of a warrant officer who is on a promotion list (10 U.S.C. § 579(b)). In all cases, current delegation should be consulted to determine the lowest level an official is authorized to remove a name from a promotion report or list. Officers who are recommended for promotion by a selection board and whose names are inadvertently left off a published promotion list will be advised as soon as possible of their selection and relative position on the promotion list. Conversely, officers whose names are published on a promotion list will be advised when their promotions are delayed or when their names are removed from the promotion list.

(2) The following changes may be made by CG, HRC:

(a) Correction of positions of individuals to reflect correct standing by seniority.

(b) Performing the ministerial act of removing an officer pursuant to:

1 Presidential direction that an officer's name be removed from a board report;

2 SA direction that an officer's name be removed from a board report;

3 The retirement of an officer whose name is on a board report or promotion list on the date of his or her retirement.

(3) Recommended and promotion lists will not be changed solely because:

(a) An officer in the zone of consideration who voluntarily requests retirement and whose approved retirement date is more than 90 days after the projected promotion board adjournment date is selected for promotion.

(b) An officer in the zone of consideration who is selected for promotion dies after the promotion board adjourns but before promotion list is published. However, if printing time allows, an asterisk will be placed by that officer's name to reflect he/she is deceased. The officer may be eligible for a posthumous promotion, see Chapter 9, this SOP, and AR 600-8-29, paragraph 1-25.

2-9. Withdrawing Requests for Retirement. Once a voluntary request for retirement not associated with a MRD is submitted, it may not be withdrawn except as provided UP AR 600-8-24, paragraph 6-22.

2-10. Delay of Promotion. Any officer who was selected for promotion but is currently not promotable due to an administrative action (flagged) will be automatically delayed until his/her promotion status is resolved IAW AR 600-8-29.

2-11. Defacto service. When an officer has rendered defacto service in a grade higher than entitled due to an administrative error, such service shall not be credited for the purpose of determination of date of rank in the higher grade unless otherwise authorized by law.

2-12 Effect of Removal from the ADL. An officer who is on a promotion list and is REFRAD prior to the effective date of promotion loses promotable status on the ADL. An officer who was REFRAD will not be returned to a promotable status upon return to the ADL.

## CHAPTER 3

### RESERVE COMPONENTS (RC) OFFICER PROMOTIONS

3-1. Purpose. To delineate responsibilities and establish policies and procedures regarding RC officer promotions.

3-2. Scope. This chapter applies to mandatory officer promotions for the Army Reserve and the ARNGUS and to position vacancy promotions for the Army Reserve, to the grades of CPT - COL and CW3 - CW5. For ARNGUS unit vacancy promotions, the ODCS, G-1 Officer Selection Board Policy Branch will provide a standardized MOI and will process results of the State unit vacancy promotion boards.

3-3. Responsibilities.

a. DCS, G-1 (or his/her designee, the DMPM).

(1) Exercises general staff supervision over officer promotions.

(2) Develops plans and policies governing promotions.

(3) Responsible for convening, conducting, recessing, and processing the results of HQDA RC promotion selection boards consistent with the terms of AR 135-155 and/or at the direction of the Secretary of the Army (or his/her authorized designee).

b. CG, HRC.

(1) Promulgates worldwide announcement of convening of RC promotion boards and zones of consideration.

(2) Provides promotion selection boards with eligibility rosters.

(3) Verifies promotion status of RC officers recommended for promotion or on promotion lists prior to publication.

(4) Issues promotion orders as required for Army Reserve.

(5) Nominates selection board members as required by the annual DMPM tasking memorandum.

(6) Initiates action as necessary to remove officers from promotion lists IAW AR 135-155.

c. AC, ASCC, DRU and Reserve Commanders.

(1) Provide DA Secretariat for Boards with pertinent personnel records of USAR personnel who are eligible for consideration.

(2) Initiate action as necessary to remove USAR officers from promotion lists IAW AR 135-155.

(3) Initiate involuntary separation action on cases received from CG, HRC.

d. Chief, National Guard Bureau.

(1) Provides DA Secretariat for Boards with pertinent personnel records of members who are eligible for consideration.

- (2) Initiates action to remove ARNGUS officers from promotion lists as required IAW AR 135-155.
  - (3) Nominates selection board members as required by annual DMPM tasking memorandum.
  - (4) Tenders Federal recognition orders IAW SA guidance.
  - (5) Issues orders for promotion as a Reserve of the Army after receipt of final approval.
  - (6) Reviews and submits for approval by the President, promotion lists for officers recommended by Federal recognition boards for promotion to CPT through LTC.
  - (7) Initiates involuntary separation as required by the DCS, G-1.
  - (8) Reviews and submits for Senate confirmation promotion lists for officers recommended for promotion by Federal recognition boards to the grade of colonel as required.
  - (9) Submits names and records of officers to HRC for consideration by special selection boards for promotion as required.
- e. Chief, Army Reserve. Nominates Army Reserve GO board members as required by annual DMPM tasking memorandum.

#### 3-4. General.

- a. RC promotion boards are governed by law, DOD directives, ARs, policy, and needs of the service. Specifically, RC officer promotions are governed by Title 10, DoDD 1320.12, DoDI 1320.14, and AR 135-155.
- b. ODCS, G-1 Officer Selection Board Policy Branch will issue MOI signed and approved by the SA or his designee to all HQDA RC promotion selection boards and to ARNGUS unit vacancy promotion boards. Each MOI will express SA guidance and provide objectives for that particular selection process.

#### 3-5. Officer Promotions.

- a. Methods of Selection. As directed by the Secretary of the Army (or his designee):
  - (1) RC promotion selection boards will use the best qualified method for promotion selection for both mandatory and position vacancy promotions, except as provided in subparagraph (a)(2) below.
  - (2) RC promotion selection boards will use the fully-qualified method for mandatory consideration for any grade where the considered population is less than or equal to the proposed selection objective as determined by the SA, and for selection to CW3 and CW4. Those officers found fully-qualified by the boards will be recommended for promotion.
  - (3) For position vacancy promotions only one officer will be selected for each position
- b. Promotion Consideration Without Board Action. Consideration of officers for promotion to 1LT and CW2 will be accomplished on a decentralized basis without review by a selection board. AR 135-155 provides policies and procedures.
- c. Zone of Consideration and Selection Rates. Before convening a mandatory promotion board, the Secretary of the Army shall establish a promotion zone for officer serving in each grade and competitive category to be considered by the board IAW 10 U.S.C § 1430 and AR 135-155.

d. Eligibility for Consideration. Eligibility for consideration for promotion will be determined by time in grade for mandatory promotion consideration and time in grade for position vacancy promotion consideration as outlined in AR 135-155, Tables 2-1 and 2-3 and 10 USC Sections 14303 and 14304. To be eligible for selection, an officer must meet criteria established in AR 135-155, Chapter 2..

e. Preparation of Rosters for Selection Boards. HRC will prepare rosters of officers eligible for consideration who are in the promotion zone, above the zone, and below the zone, as applicable. These rosters will be provided to selection boards and may be changed as a result of information received subsequent to their initial preparation.

f. Promotions from Promotion Lists.

(1) Names of officers selected for promotion will be maintained for each competitive category (APL AR AGR; APL AR NON-AGR; APL NG; CH AR AGR; CH AR NON-AGR; CH NG; JA AR AGR; JA AR NON-AGR; AN AR AGR; AN AR NON-AGR; AN NG; DC AR AGR; DC AR NON-AGR; DC NG; MC AR AGR; MC AR NON-AGR; MC NG; MS AR AGR; MS AR NON-AGR; MS NG; SP AR AGR; SP AR NON-AGR; SP NG; VC AR AGR; VC AR NON-AGR; VC NG; WO AR AGR; AND WO AR NON-AGR.).

(2) Promotions of eligible officers will be made from each competitive category promotion list as the officer meets the criteria in AR 135-155, Chapter 4 Section II.

3-6. Effect of Non-selection or Removal from Promotion List. In determining whether an officer shall be considered to have twice failed for selection for promotion, the fact that an officer's name has been removed from a report of a selection board under 10 U.S.C. § 14111(b) or from a promotion list under 10 U.S.C. § 14310, shall be treated as equivalent to the officer having failed for selection by a mandatory promotion board.

3-7. Officers and warrant officers who have either failed for selection for promotion, or who were erroneously not considered for promotion through administrative error, may be reconsidered for promotion by either a promotion advisory board (PAB) or a special selection board (SSB), as appropriate.

a. PABs are nonstatutory boards, and are convened to reconsider all warrant officers, to include commissioned warrant officers. These boards will also reconsider commissioned officers (other than commissioned warrant officers) who were either non-selected or were erroneously not considered for promotion by a mandatory promotion board convened before 1 October 1996.

b. SSBs, convened under the Reserve Officer Personnel Management Act (ROPMA) on and after 1 October 1996, will reconsider commissioned officers, (other than commissioned warrant officers) who were erroneously not considered, and reconsider commissioned officers (other than commissioned warrant officers) who were considered but not selected, by mandatory promotion boards that convened on or after 1 October 1996. These boards shall not reconsider officers who were not considered or not selected by mandatory promotion boards that convened before 1 October 1996.

c. Non-selection by a SSB will be considered a failure for selection for promotion if the officer (or former officer) through administrative error, had not been considered for selection for promotion by the appropriate regularly convened mandatory board. Non-selection by a SSB of an officer or former officer who was a previous failure for selection by a mandatory board will be considered confirmation of the action of the regularly convened board. Such an officer or former officer will not incur an additional failure of selection for promotion from the action of the SSB.

3-8. Board Reports and Promotion Lists.

a. General. The listing of officers selected for promotion by a selection board is titled a "Board Report" IAW 10 USC Section 14110 from the time the board recesses until the list is approved by the President of the United States. Thereafter, the list is titled a "Promotion List."

b. Removal from a Promotion List. See AR 135-155, paragraph 3-18..

(1) Removing names of officers found to be in a non-promotable status requires approval from the original approving authority. Removal action is conducted IAW 10 USC Section 14310 for officers on the RASL or AR 135-155 for warrant officers. Officers whose names are published on a promotion list will be advised if their names are being considered for removal from the promotion list IAW AR 135-155, paragraph 3-18. Conversely, officers who are recommended for promotion by a selection board and whose names are inadvertently left off a published promotion list will be advised as soon as possible of their selection.

(2) CG, HRC, may delete from a recommended or promotion list those officers:

(a) Whose names were directed to be removed by the SA (promotion list (Warrant Officer Boards)) or the President for officer selection boards (board report/recommended list).

(b) Who were considered and recommended for promotion, but whose date of rank, grade, or competitive category was in error and whose correct date of rank, grade, component, established separation date, etc. places him/her outside the zone of consideration.

(c) Who are in the zone of consideration, who die during promotion board deliberations (before board recesses), and who are selected for promotion.

(d) Who are on recommended or promotion lists but who subsequently retire.

(3) Recommended and promotion lists will not be changed solely because:

(a) An officer in the zone of consideration who voluntarily requests retirement and whose approved retirement date is subsequent to projected promotion board recess date is selected for promotion.

(b) An officer in the zone of consideration who is selected for promotion dies after the promotion board recesses but before the promotion list is published. However, if printing time allows, an asterisk will be placed by the officer's name to reflect that he/she is deceased.

3-9. Involuntary Delay of Promotion. See AR 135-155, paragraphs 4-9 and 4-11..

3-10. Delay and Declination of Promotion. Officers may voluntarily decline or delay promotion IAW 10 USC Section 14312 and AR 135-155 Chapter 4, section IV.

3-11. Defacto Service. When an officer has rendered defacto service in a grade higher than entitled due to an administrative error, such service shall not be credited for the purpose of determination of date of rank in the higher grade and shall not be credited for calculation of retirement unless otherwise authorized by law.

**TABLE 3-1**

**ARMY NATIONAL GUARD OFFICER FEDERAL RECOGNITION BOARD RESULTS PROCESSING  
(Captain through Colonel)**

(R DATE = Board Received at DMPM)

- R NGB-ARP provides Scroll, cover letter, and DMDC statistics to DMPM (DAPE-MPO-S)
- R+3 Names of officers are submitted for screening certification for DAIG and CID review. OTJAG receives results for legal review and coordinates with OGC.
- R+15 DMPM signs memo forwarding results for approval.
- R+16 DCS, G-1 signs memo forwarding results for approval.
- R+20 OASA(M&RA) receives results for review and recommendation
- R+25 DAS receives results for review and recommendation
- R+27 SA receives results for review, recommendation and forwarding to SECDEF for approval (or recommendation for promotion to colonel)
- R+30 SA recommends approval and forwards to SECDEF for approval
- R+60 SECDEF approves board results for Captain through Lieutenant colonel.
- R+90 SECDEF recommends approval and forwards to Senate. Colonel lists will be transmitted to the President, and then the Senate for confirmation.

## CHAPTER 4

### HQDA OFFICER SELECTION BOARDS

4-1. Purpose. To delineate responsibilities and establish policies and procedures for convening, conducting, recessing, adjourning, and processing the results of HQDA officer selection boards.

4-2. Scope.

a. This chapter applies to all AC and RC HQDA officer selection boards as defined in Chapter 1.

b. Specifically, it encompasses promotion, selective early retirement, retention, RIF, selective continuation, centralized command selection, Statutory Advisory Boards, Project/Product Manager/Acquisition Director, ILE (CSC), SSC selection boards, and special boards convened by the Secretariats for DA Selection Boards (AC and RC).

c. AC promotion boards will be conducted IAW Title 10 USC, DODI 1320.12, DODI 1320.13, and DODI 1320.14, and AR 600-8-29, and other applicable policies. RC promotion boards will be conducted IAW Title 10 USC, DODI 1320.14 and AR 135-155, and other applicable policies. Whenever possible, procedures for RC promotion boards will correspond with AC promotion board procedures.

d. Army Reserve command and school boards will be conducted IAW AR 135-18, AR 135-382, AR 140-10, AR 600-20, and AR 140-30 and USARC Reg 140-5 as applicable. Whenever possible, procedures for USAR command/school boards will correspond with AC command/school board procedures.

e. Army Reserve REFRAD boards will be conducted IAW ASA (M&RA) policy memorandum, subject: Active Guard Reserve (AGR) Lifecycle Management Process dated 1 September 2005 (as amended by memorandum dated 3 November 2005), and the U.S. Army Reserve AGR Lifecycle Management Plan.

4-3. Responsibilities.

a. DCS, G-1 (or his designee, the DMPM).

(1) Exercises general staff responsibility for developing plans and policies governing the operation of HQDA centralized selection boards, other than general officer boards. In view of the special responsibility of the AAE, OTSG, TJAG, CCH, CNGB, CAR, and Chief, DA GOMO, ODCS, G-1 Officer Selection Board Policy Branch will coordinate with each principal in matters involving their specific requirements.

(2) After coordination with HRC, DA GOMO, AAE, OTSG, CCH, and TJAG, as necessary, approves selection board schedules recommended by Chief of the Secretariats for DA Selection Boards. For boards that the DCS, G-1 does not have the authority to convene, this approval is tentative pending final approval by the convening authority (Table 4-1).

(3) Provides selection eligibility criteria for AC and RC boards IAW applicable law and regulations.

(4) Writes, coordinates, and obtains approval from appropriate convening authority (Table 4-1) for selection board MOIs. Provides MOI to approval authority NLT 30 days prior to convene date of the board (See Table 4-2).

(5) Provides approved MOI to the DA Secretariat for Boards, normally seven days prior to the convene date (See Table 4-2).

(6) In coordination with DA Secretariat for Boards, DA GOMO, AAE, special branches, CNGB, CAR, and Director, SSS, develops board composition and organization IAW requirements of Title 10, USC, applicable DOD directives, and Army Regulations, and approves board membership other than general officer members IAW documents delegating such authority to DCS, G-1, or his designee, the DMPM. Processes general officer board member nominations for approval.

(7) Designates board recorders and other board support personnel.

(8) Takes action on board AARs as necessary.

(9) Approves, ensures approval, or processes for approval by the appropriate approval authority (Table 4-1) officer board recommendations normally NLT 90 days following board recess.

(10) The DMPM will normally act as the designee of the DCS, G-1 and is delegated authority to recess AC centralized selection boards. When authorized in writing by the CAR or CG, USARC, the DMPM will recess RC centralized selection boards.

(11) Produces a quarterly AAR summary, as required, for the ASA (M&RA) that highlights significant board AAR comments for further analysis and possible implementation by HRC, HRC-STL, NGB, OCAR, special branches, and DACM.

b. DACM.

(1) Coordinates proposed HQDA selection board schedules, zones of consideration, board composition criteria, and other selection actions governed by this SOP.

(2) Coordinates AAC board members nominated by DA GOMO and Commander, HRC.

c. CCH, TJAG, and OTSG.

(1) Coordinate proposed HQDA selection board schedules, zones of consideration, selection requirements with 5-year plan, and other selection actions governed by this SOP.

(2) Nominate personnel to DA Secretariat for Boards for AC HQDA selection board membership as required.

d. Director, SSS. Nominates SSS personnel to ODCS, G-1 Officer Selection Board Policy Branch for RC board membership as required.

e. CAR.

(1) Nominates USAR personnel to ODCS, G-1 Officer Selection Board Policy Branch for board membership as required.

(2) Through HRC-STL, provides DA Secretariat for Boards (RC) with pertinent personnel records of all USAR personnel eligible for consideration by HQDA selection boards.

(3) Convenes and recesses RC policy boards as either the CAR or the CG, USARC as appropriate. The CAR or CG, USARC may delegate in writing his/her authority to recess boards, normally to the Deputy CAR (DCAR), or the Deputy CG, USARC, or the Chief of Staff. This authority may also be delegated to the DMPM.

f. Chief, NGB.

(1) Nominates ARNGUS personnel to ODCS, G-1 Officer Selection Board Policy Branch for board membership as required.

(2) Provides DA Secretariat for Boards (RC) with a listing of ARNGUS personnel meeting announced eligibility criteria for HQDA selection boards.

(3) Provides DA Secretariat for Boards (RC) with pertinent personnel records of all ARNGUS personnel eligible for consideration by HQDA selection boards.

g. CG, HRC.

(1) Nominates AC and RC personnel, other than general officers and colonels, to DA Secretariat for Boards for AC board membership as required.

(2) Nominates AC personnel, other than general officers and colonels, to ODCS, G-1 Officer Selection Board Policy Branch for RC board membership as required.

(3) Provides boards with the names of personnel meeting eligibility criteria for each board. Provide DA GOMO with an analysis of the population to be considered NLT 120 days prior to the board so that an effort can be made to recommend a board membership that mirrors the eligible population, whenever possible.

(4) Provides AC boards with pertinent personnel records of all personnel eligible for consideration for each board. Ensures personnel are considered in the correct competitive category and zone of eligibility.

(5) Provides administrative support to AC and RC boards.

(6) Publishes results of approved boards normally NLT 90 days following board recess.

(7) Approves/disapproves commands designated to receive prepositioned copies of selection lists.

(8) Acts as DCS, G-1's representative to act on show cause recommendations made by DA selection boards and to discontinue such show cause cases when determined to be in the best interest of the Army or when otherwise directed by appropriate authority.

h. Senior Leader Development (SLD). SLD consists of two offices: General Officer Management Office (DA GOMO) and Colonel Management Office (CMO). DA GOMO will provide the names of GO board members and CMO will provide the names for colonel board members. The Senior Leader Development Office of the Office of the Chief, Army Reserve will provide names for RC colonel board members.

i. President, each HQDA Selection Board.

(1) Complies with all pertinent statutory and regulatory provisions and published MOI.

(2) Ensure board membership is properly composed IAW this SOP.

(3) Addresses board on convening date.

(4) Approves internal operating procedures not prescribed by, but not inconsistent with the board MOI, statute, DODI 1320.12, DODI 1320.14, Army regulation, or this SOP that are necessary for board conduct.

(5) Monitors board standards and daily output.

(6) Reviews board results to ensure compliance with requirements of law, regulations, and MOI.

(7) Reports to the convening authority any deviation from law, regulation, or MOI in board proceedings, board member conduct, or board results. The DMPM or his designee will receive the report from the board president and will make recommendations to the convening authority. Should the subject of the report be a general officer, TIG will be notified IAW AR 20-1. The convening authority will act on the report from the board president.

(8) Prepares and signs board AAR.

j. Secretariat for DA Selection Boards.

(1) Develops membership requirements in coordination with ODCS, G-1 Officer Selection Board Policy Branch, DA GOMO, AAE/DACM, special branches, and the Director of Manpower and Personnel, (J-1) OJCS. Tasks for membership nominations and coordinates for AC, ASCC, and DRU approval. Forwards proposed membership and welcome letters to ODCS, G-1 Officer Selection Board Policy Branch for approval/signature NLT 30 days prior to board convene date.

(2) Provides board members for Special Boards convened IAW this SOP and CJCSI 1330.05 as required.

(3) Ensures board membership is properly composed IAW law, DODI, ARs, CJCSI and this SOP.

(4) Assures that each board member, upon receipt of notification that he/she has been assigned board duties for boards that convene under Title 10, § 611(a) or § 14101(a) or the applicable regulation for RC boards receives and reviews a copy of DODI 1320.14 and reviews the applicable portions of implementing regulations (DA Memo 600-2 for AC or DA Memo 600-4 for RC).

(5) Provides the approved MOI, which serves as the board's charter, to the board president and board members one day prior to the scheduled board convene date for AC and RC selection boards.

(6) Administratively supports the board. This includes all facets of their board duty (e.g., billeting, transportation).

(7) Administers the prescribed oath to board members.

(8) As required by DODI 1320.12 and DODI 1320.14, reads applicable DOD Directive text to each board member, recorder, and administrative support person of selection boards convened under U.S.C. Title 10, § 611(a) and § 14101.

(9) Briefs the board on prescribed procedures and recommends additional administrative procedures necessary for the conduct of the board. Ensures that the board deliberations and board member conduct are IAW law, regulation, and MOI. Reports any questionable situation first to the board president and then to the ODCS, G-1 Officer Selection Board Policy Branch POC for that board.

(10) Ensures the presence of pertinent personnel documents for all individuals eligible for consideration. For Acquisition Key Billet positions, this documentation includes the Acquisition Career Record Brief (ACRB); ORB; various DoD Civilian evaluation forms (TAPES, NSPS, SRPE, etc); and the OMPF.

(11) Ensures that all individuals listed on the eligibility roster are properly considered for selection.

(12) Assists the president and other board members in the performance of their duties as required.

(13) Attests to the accuracy of the board's report.

(14) Conducts annual recorder training as required by DODI 1320.12 and DODI 1320.14.

(15) Appoints board support personnel under authority of delegation by DMPM.

(16) Ensures that classified pertinent personnel records and other sensitive material such as the restricted portion of the OMPF are handled and controlled IAW AR 380-5, AR 600-8-29, AR 135-155, the board's MOI, and this SOP.

(17) Ensures compliance with all provisions of law, DODI 1320.12, DODI 1320.14, regulations, and this SOP.

(18) Prepares appointment orders for all authorized board support personnel and maintains a roster of said personnel.

(19) Recommends procedural or policy changes to improve the board process.

#### 4-4. Board Scheduling.

a. General. AC and RC boards are scheduled throughout the fiscal year. As far as practicable, ODSCS, G-1 Officer Selection Board Policy Branch will sequence boards so that the results of earlier boards may be used to help determine selection objectives and/or further define eligible population for subsequent boards. Board schedules will be adhered to as closely as possible. Administrative delays will be approved by the DMPM or his designee. Once the board MOI is signed, only the convening authority may cancel a board.

b. Process. By 31 March, the Chief of the DA Secretariat for Boards will recommend board schedules for the following fiscal/calendar years respectively. The ODSCS, G-1 Officer Selection Board Policy Branch will coordinate recommendations with DA GOMO, DACM, OTSG, OCCH, OTJAG, NGB, and OCAR before approving the schedules.

c. SSB. Chief, DA Secretariat for Boards will ensure that, as far as possible, SSBs as discussed in this SOP are scheduled concurrently with other HQDA selection boards.

(1) IAW Title 10 U.S.C. § 628, six months is allowed after receiving a completed application to conduct a SSB. IAW AR 600-8-29, SSBs should normally be convened within 120 days after a case is approved for consideration. (For RC boards, see Title 10 U.S.C. § 14502 and AR 135-155).

(2) IAW Title 10 USC § 628 six months is allowed after convening the SSB, to staff the board recommendation and SA to take final action.

(3) DA Secretariat for Boards must request an extension through Promotions Branch and DMPM if there is reason to believe the six month timeline will not be met. DMPM will submit the extension request to SA as soon as possible prior to the six month deadline.

d. Unprogrammed Boards. The ODSCS, G-1 Officer Selection Board Policy Branch may schedule additional boards as required. However, for promotion boards (other than SSBs) officers must receive at least 30 days notice (UP AR 135-155, 90 days for RC boards) before the board convenes or other such notice as may be required by law (e.g., Title 10 U.S.C. § 614 for AC and Title 10 U.S.C. § 14105 for RC boards).

#### 4-5. Board Membership.

a. General. Service on HQDA selection boards is one of the most important duties an individual performs. Because board considerations have far-reaching effects on the mission of the Army and the professional development, morale, and well-being of its Soldiers, board duty takes precedence over other

duties. All references to officers are inclusive of civilians when referring to Acquisition Corps board membership.

b. Composition. Board composition will be as prescribed by Title 10 U.S.C. § 612, Army regulation, and DCS, G-1 policy. No officer may be a member of two successive selection boards convened under Title 10 U.S.C. §§ 611(a), 628, and 14503, for RC boards, for the consideration of officers of the same competitive category and grade. See DMPM approved membership matrices for specific scheduled board membership minimum requirements.

(1) Size. Unless specifically excepted by Army regulations, AC and RC boards will consist of at least five voting members. For RC boards, at least one half of the members will be Reserve officers, to include at least one Reserve officer from each Reserve Component from which officers are considered by the board IAW Title 10 U.S.C. § 14102(b).

(2) Grade. No person will serve on a promotion selection board who is not senior in grade to all individuals eligible for selection by that board. Laws and regulations covering specific types of boards should be consulted for additional grade requirements. To the extent possible, promotion board members will be at least one grade senior to the grade to which those considered may be promoted. IAW Title 10 U.S.C. §§ 612(a)(1) and 14102(b), all board members (except for warrant officer boards) must be serving in the grade of major or higher. This policy will also be followed for school and command boards.

(3) Characteristics of members.

(a) All boards.

1 Whenever possible, board composition will reflect a worldwide distribution. Board members will not be selected predominantly from one command or geographical region.

2 Personnel currently assigned to HRC (AC), HRC-STL (RC), the Army Review Board, Special Review Boards (HRC), Officer Selection Board Policy Branch (DAPE-MPO-S) will not be assigned to serve on officer centralized selection boards. As a general rule, personnel should have completed two years after assignment at HRC prior to being considered for board membership. Additionally, personnel assigned to the following positions in DMPM, will not be assigned to serve on officer centralized selection boards: DMPM; Deputy DMPM; Chief, Officer Division, DMPM; and XO, DMPM. Exceptional situations will be considered on a case-by-case basis by the DMPM.

3 Each selection board will have at least one minority officer as a voting member. As noted in the board membership matrices some boards require more than one minority officer as a voting member. For boards requiring one minority representative, the minority member should be from the minority category having the greatest representation in the considered population. For boards requiring more than one minority representative, at least one minority member should be of the minority category having the greatest representation in the considered population.

(b) When AC promotion boards are considering reserve officers of any competitive category, a determination will be made as to the exact number (minimum of one) of Reserve officers who will serve as members of the board (UP Title 10 U.S.C. §§ 12643, 14102, 14503, 612, 628, 573). HRC-STL (through OCAR) may be tasked to provide a reserve member if HRC cannot provide a Reserve officer. When reserve officers serve as board members, such members must be on the ADL if the board is convened UP Title 10 U.S.C. § 573. If the board is convened UP Title 10 U.S.C. § 611, then such members must be on active duty (whether or not on the ADL).

(c) AC promotion boards, including special selection boards convened UP Title 10 U.S.C. § 628, considering officers who are currently serving in or who have served in JDAs or are designated JSOs must have a joint board member(s) designated in writing by the CJCS.

(4) Qualifications of board members. In view of the importance of this duty, board members will be among the best Soldiers in the Army, i.e., those who have demonstrated outstanding ability in demanding assignments. Generally, they must:

(a) Have outstanding evaluation reports.

(b) For AC boards: have never failed selection for promotion through COL. Exception: an officer who failed selection for promotion below COL may serve as a board member if subsequently promoted to COL and if otherwise qualified. For RC boards: have never failed selection for promotion through LTC.

(c) Be physically fit and conform to the Army's weight/body composition standards.

(d) Not have an approved retirement date or a mandatory retirement date within six months of board adjournment (12 months for RC boards)(DCS, G-1 or his designee may waive this requirement on a case-by-case basis if necessary to meet membership requirements for a particular board).

(e) Meet the following educational requirements:

1 At least one half of COL and above board members on AC boards for the ACC must be SSC graduates (MEL 1) or have been selected for SSC (MEL 2). For ACC SSC/AWCDEP selection boards, all board members will be SSC graduates. All commissioned officer board members must be CSC/ILE graduates (MEL 4) (DCS, G-1 or his designee may waive) and must hold a baccalaureate degree (DCS, G-1 or his designee may waive). All Army Nurse Corps board members must have a baccalaureate in Nursing (66F may hold a baccalaureate appropriate for their MOS).

2 All WO members of WO selection boards must be graduates of either the Master Warrant Officer Course or Warrant Officer Senior Staff Course (MEL A/1).

c. Board Member Conflicts of Interest. Integrity of the board is absolutely paramount. The DCS, G-1, must take proactive steps to identify actual, apparent, or potential conflicts of interest prior to board appointment. To prevent actual, apparent, or potential conflicts of interest or the appearance of partiality by board members, the board member appointing authority will not knowingly appoint board members who are: in the eligible population of the board; related by marriage, birth, or adoption to any officer in the considered population; or related by marriage, birth, or adoption to another board member. Unless unusual circumstances exist, a board member should not be in the current rating chain of any other board member. However, a board member may be in the rating chain of another board member if such appointment is necessary to meet the grade and competitive category composition requirements established in the DCS, G-1 matrices.

(1) The DA Secretariat for Selection Boards must take proactive steps to identify actual, apparent, or potential conflicts of interest prior to convening the board. The DA Secretariat will use a written checklist for this purpose, and will maintain such checklist for each board. If the DA Secretariat identifies such information prior to convening the board, they must immediately inform the DMPM. The DMPM will examine the information for the potential for partiality, bias, or undue influence in board proceeding, and, in his or her discretion, he or she will remove and replace the board member as required.

(2) If the DA Secretariat for Selection Boards identifies such information after the board convenes, they must cease all board operations and immediately inform the DMPM. The DMPM will examine the information for the potential for partiality, bias, or undue influence in board proceedings, and, in his or her discretion, he or she will remove and replace the board member as required. In all cases whereby the DA Secretariat informs the DMPM of an actual, apparent, or potential conflict of interest after the board is convened, the DA Secretariat for Selection Boards will record the action taken to resolve the situation in writing in a memorandum for record (MFR), maintain the MFR with the records of the board, and forward the MFR with the board results.

(3) No otherwise valid board will be considered invalid solely due to the existence of a conflict of interest.

d. The Chief, DA Secretariat for Boards, is authorized to select individual members from this membership to be used on separate SSBs. If an SSB is considering an officer with joint duty assignment experience, a joint board member is required. This member must be designated in writing by the Joint Staff.

#### 4-6. Nomination, Selection, and Notification of Board Members.

##### a. Nomination and Selection.

(1) Board members requirements (COL and below). The DA Secretariat for Boards will identify membership requirements and coordinate with the CG HRC (CMB, LDD, AMB, SMB); OTJAG; CCH; TSG; and HRC St. Louis to nominate to ODCS, G-1 Officer Selection Board Policy Branch (DAPE-MPO-S) all personnel to serve on AC HQDA selection boards. CG HRC (CMB, FS (formerly LDD), AMB, SMB); OTJAG; CCH; TSG; and HRC St. Louis; and The Chief, NGB will nominate to ODCS, G-1 Officer Selection Board Policy Branch, all personnel to serve on RC HQDA boards.

(2) General Officer/SES board members. DA GOMO (SLD) will coordinate all general officer requirements for AC HQDA selection boards. DA GOMO will identify and nominate all general officers to serve as members on these boards except for the special branches and RC. The Chief, NGB and the CAR will identify and nominate to ODCS, G-1 Officer Selection Board Policy Branch (DAPE-MPO-S) general officers as required for RC HQDA selection boards with the exception of RC general officer selection boards. For RC GO boards, the nominations will be forwarded to DA GOMO. Prior to CSA approval, DA GOMO will coordinate with the AAE concerning all general officers selected to serve as members of acquisition boards. DA CSLMO will coordinate with AAE for approval concerning SES requirements for individuals nominated to serve as members of the acquisition boards. DA CSLMO back-briefs DUSA on selection. Acquisition general officers must meet the requirements to serve as an acquisition general officer by the DAWIA. Only the AAE may approve a waiver to this requirement.

(3) Board member nominations (COL and below). For AC boards, CMO (SLD) will coordinate all colonel board member requirements and the respective branch at OPMD, HRC for lieutenant colonel members and below for AC HQDA selection boards. For RC boards, AR DA GOMO, DA Secretariat for Boards, Office of Promotions (RC) and NGB will coordinate all board member requirements. For AC boards, DA CSLMO will coordinate with AAE for approval.

(4) Agencies will ensure that nominations are forwarded by the suspense dates, but not later than 45 days prior to the respective board convene date, to DA Secretariat for Boards for coordination with ODCS, G-1 Officer Selection Board Policy Branch for approval.

(5) Nominations will consist of:

(a) AC officer boards. ORB or Resume of Service Career for general officers, ORB or biographical summary for other officers. USAR AGR officers and warrant officers must have an ORB.

(b) RC officer boards. ORB or Resume of Service Career for general officers; ORB (all AGR officers but others will provide ORB when available), or DA Form 2-1, or Resume of Service Career, for other officers; DA photo; DA form 5500/5501, if applicable.

(6) Selection.

(a) Approval. Board members for AC HQDA selection boards will be approved as follows:

1. General officer board members serving on general officer boards are approved by the SA.

2. General officer board members serving on non-general officer boards are approved by the CSA. Acquisition general officer members will be coordinated with the AAE IAW DAWIA prior to CSA approval.

3. Members below general officer grade by the appropriate authority.

(b) RC members are approved by the appropriate authority.

b. Appointment. Once approved by appropriate authority, the DCS, G-1, or his or her designee, normally the DMPM, appoints board members.

c. Notification.

(1) Following SA, CSA or DCS, G-1 approval, welcome letters for prospective board members will be prepared by the DA Secretariat for Boards and will be forwarded to the DMPM for signature. Board members for RC selection boards will be sent welcome letters prepared by the DA Secretariat for Boards and will be forwarded to the DMPM for signature.

(2) The DA Secretariat for Boards and DA Secretariat for Boards RC will notify board members of the time, date, and place their board will convene and of the sensitivity of the duty and the need not to discuss their selection with personnel who do not have a need to know. The Secretariat will also provide copies of DODI 1320.14 and pertinent portions of implementing regulations (DA Memo 600-2 or DA Memo 600-4). Subsequently, HRC and NGB will prepare and distribute orders as required for their respective board members. HRC will provide additional administrative support to assist all board members during board duty.

(3) IAW CJCSI 1330.05, board members filling the joint requirement for promotion selection boards, including SSBs, considering officers who are serving or who have served in JDAs or are designated JQOs, will be designated in writing by the Joint Staff. A copy of this designation memorandum will be provided to the joint board members in the welcome packets normally provided the day before the board convening.

4-7. Excusals. Prior to membership being approved, CG, HRC may approve requests for excusals. Only the appointing authority, e.g., SA, CSA, DMPM, or DCS, G-1 may excuse personnel who are approved for membership on HQDA selection boards. Any relief or deviation from board membership will be requested by the board member to the nominating agency (HRC, NGB, OCAR, etc.). When an agency requests that a member be excused, it will nominate, after proper coordination and concurrent with its request for excusal, a qualified replacement member for approval by the appropriate authority.

4-8. Replacement of Sitting Board Members.

a. In the event a sitting board member becomes incapacitated or is unable to continue board duties, the board president will seek the member's excusal from the DCS, G-1 or his designee and determine if the board can accomplish its mission in the established time frame with the remaining members. If the board cannot accomplish its mission in the established time or if the excusal of the incapacitated member results in the loss of a board composition characteristic required by law or regulation (e.g., proper Reserve membership) the board president will request that DCS, G-1 provide another properly appointed member who will take the oath, receive the required briefings, and join the board in progress. If a board member is properly excused, his/her votes will be discarded and treated as though the member never participated in the proceeding (i.e., they will not be counted for any purpose). The new member will fully review the records of all persons being considered and vote as may be required by applicable law and regulations. The new member is a full member of the board and subject to the same laws, regulation, policies, and rules as if he/she had participated from the outset.

b. Although a rare instance, in the event that a board member must be released following final deliberations, but prior to the formal outbrief and recess due to operational or personal reasons, the following guidance is provided:

- (1) DMPM is the approval authority and will act on each request on a case-by-case basis.
- (2) Must have compelling justification, e.g. board member's spouse hospitalized in serious condition.
- (3) All internal deliberations must be complete; all files voted; all ties resolved; all rosters and board reports signed; and no decisions required by the board member, which would impact the selection board.
- (4) AARs and special boards do not have to be finalized (unless it involves the board member).
- (5) Board president must concur to early release of board member, in writing. If the board president does not concur, the delegated convening authority, the DMPM, will not entertain the request.
- (6) If approved, the DMPM will document the action and DA Secretariat for Boards will brief the board member on required information, e.g. "Do Not Discuss" information, prior to early release of the board member.
- (7) Board members released IAW the guidance in 4-8b above do not have to be replaced. Board members released before deliberations are complete must be replaced, with DMPM's approval of a new board member. Guidance in para 4-8a applies.

4-9. Divulging Board Membership. No individual or agency will release or divulge board membership until the board results are released, except as may be authorized by the convening authority. After members are advised of their selection, only the board president may be provided board member names during his or her in-brief, but not sooner. However, the board president may not contact prospective board members.

#### 4-10. Board Organization.

- a. General. Selection boards will consist of the president who is usually the most senior member of the board and a designated number of other voting members.
- b. Separate Boards. When considering officers on the ADL, a separate board will be convened for each competitive category and grade. Such boards may be convened concurrently but need not be if the needs of the specific competitive categories require otherwise.

#### 4-11. MOI

a. The MOI issued by the convening authority is the principal document governing the operation of a HQDA selection board. It will delineate the purpose of the board, method of selection to be used, number(s) to be selected, maximum number that can be selected from BZ, prescription of oaths, required reports, and instructions on safeguarding selection board results and procedures. The MOI will also include but need not be limited to guidance concerning selection factors, desired qualifications of individuals recommended for selection, and equal opportunity information.

b. Normally, the MOI will be made available to board members one day prior to the scheduled convene date of the board.

- (1) In-town board members will be notified that the MOI is available and may arrange for pickup. Third parties may deliver the MOI to board members if it is placed in an envelope marked "Eyes Only."

(2) For out-of-town board members, the MOI will be delivered by a representative of the Secretariat to the billeting facility check-in counter in an envelope marked "Eyes Only."

(3) A cover memorandum will be placed on each MOI requesting board members to review the MOI prior to convening of the board and to protect the MOI as Close Hold information. Additionally, the memorandum will inform board members to bring the MOI to the Secretariat on the day the board convenes.

c. When the MOI is changed by SA, CSA, CAR/CG-USARC or DMPM, as appropriate, after the board has convened, but before the board recesses, ODCS, G-1 Officer Selection Board Policy Branch AO will provide changes to DA Secretariat for Boards as a corrected page to insert into the MOI. The release packet will contain the corrected MOI. ODCS, G-1 Officer Selection Board Policy Branch, DA Secretariat for Boards, will keep a copy of the original MOI, documents effecting the change to the MOI, and the corrected MOI.

4-12. Uniform. On the date the board convenes, board members will report in duty uniform, normally ACUs, as required by the convening authority. Thereafter, board members may wear business casual civilian attire. For RC selection boards, business casual civilian attire will be worn during the entire board process.

4-13. Briefings to the Board. On the convene date, the board will only receive briefings as outlined in DA Memo 600-2, paragraph 7h, DA Memo 600-4, or other briefings as instructed in the MOI. These briefings will only provide administrative information, and will not provide guidance to the board. All administrative briefings will be reviewed by G-1 and OTJAG when substantive changes are made. This process will be synchronized with the approval process of the board schedule each year. Unique, board specific briefings that are not administrative in nature will be reviewed by G-1 and OTJAG prior to presentation to the board if substantive changes are made.

a. Chief of the DA Secretariat for Boards. The Chief of the DA Secretariat for Boards will welcome the board, introduce the support staff, and provide information on security precautions. For promotion boards, applicable portions of the text of the DODI 1320.14 will be read verbatim to the board and the support staff. This briefing will be tape recorded with the knowledge of all participants, and the tape will be maintained with the permanent record of the board. The Chief of the Secretariat will administer the board oath.

b. Board President. The president of the board will normally address the board to set the tone for the board. He/she may also announce any instructions concerning internal operating procedures left to the board's discretion.

c. Board Recorder. The recorder will brief the board on the board schedule, administrative procedures to be used incorporating both guidance of the MOI and those internal procedures approved by the president, and support available.

d. HRC representatives and proponent representatives for Special Branches. Information briefings may be provided to the board on Officer Personnel Management System (OPMS), descriptions of command categories, evaluation reports, and the qualitative management system. Briefings will provide information pertinent to the selection process or the eligible population, but will not provide any type of guidance to the board. Officers being considered by a particular board will not appear before that board as a briefer.

4-14. Documents Furnished Boards.

a. MOI. See paragraph 4-11.

b. Eligibility Roster. Following release of the selection criteria, HRC will provide boards a list of individuals eligible for consideration. This listing will contain at a minimum the name, SSN, sex, ethnic

category, branch, and designated functional area of every individual to be considered. The list may be updated throughout the conduct of the board consistent with rules governing eligibility for consideration.

c. Pertinent personnel records for each officer under consideration.

(1) Official photograph, if available.

(2) The performance file of the OMPF.

(3) Automated Selection Board System comments section populated with joint duty assignment experience to allow board members to give "appropriate consideration".

(4) Hardcopy documents authorized on the OMPF but not yet included on the file. Normally documents must be received prior to convene date or the date as established as an exception to policy. These documents include:

(a) IAW AR 600-37 and AR 600-8-104, documents authorized to be placed on the OMPF as of the convening date of the board.

(b) "Complete the record" evaluation reports (OERs and AERS), as defined in AR 623-3.

(c) OERs and AERS received by Evaluation Report Branch within the "cut-off date" identified in the HQDA zone of consideration notice.

1 The "cut-off date" will normally not be earlier than one calendar week prior to the convene date of the board. An earlier "cut-off date" may be established for boards scheduled to be in session for less than two weeks. The purpose of the "cut-off date" is to provide a uniform date for submission of information to the selection board, allowing adequate time for administrative review by HRC to ensure the regulatory correctness of information provided to the board.

2 Requests for exceptions for administratively correct evaluation reports which arrive after the "cut-off date", but prior to the convene date, for a selection board must be signed by the DMPM. The DMPM action officer will coordinate with OER branch and the Secretariat and recommend to DMPM whether the system can support the request. The DMPM will make the decision on exceptions. The decision to accept late arriving reports must be documented in the board files maintained by DA Secretariat for Boards, HRC. If an exception is granted for one eligible officer's report, every other eligible officer's report that arrived at HRC on the same date as the excepted report or earlier will also be granted an exception.

3 DA Secretariat for Boards will archive the non-select files and SSB comparison files following each promotion board. This archive will serve as the record of which documents were considered by a specific board and will contain all the documents actually viewed by the board.

(4) ORBs for AC. For USAR/TPU boards, DA Form 2-1 and Personnel Qualification Record will be provided. IRR/IMA/AGR officers can use the ORB. ARNGUS AGR (Title 10) and M-Day (Title 32) will submit DA Form 2-1.

(5) Letters to the board president, if they meet the criteria of AR 600-8-29 or AR 135-155 that arrive in the DA Secretariat for Boards prior to the convene date of the board IAW Title 10 U.S.C. §§ 614(b) and 14106 will be included.

(6) The restricted portion of the OMPF under the circumstances specified in DA Memo 600-2 or DA Memo 600-4, AR 135-155, and AR 600-8-29. The MOI for specific boards may authorize exceptions to these regulations.

(7) Accession packets will normally not be provided to boards because they contain correspondence and data not authorized in the selection process. The MOI for specific boards may authorize exceptions.

d. Written Communications.

(1) AR 600-8-29 establishes guidelines for written communications by those officers being considered by AC officer promotion boards. Other ADL boards will follow these same procedures.

(2) AR 135-155 establishes guidelines for written communications by those officers being considered by RC officer promotion boards. The MOI establish guidelines for written communications by those officers being considered by USAR officer command, school, or REFRAD boards.

e. Other information available to Selection Boards.

(1) Service portion of the OMPF when requested by the board and approved by the DCS, G-1 or his designee, the DMPM.

(2) When approved by appropriate authority, (e.g., Secretary of the Army UP 10 USC Sections 615(a)(2)(B) and 576(a) for ADL selection boards; 10 USC Section 14107a(2)(B) for RASL selection boards), additional information may be provided as may be necessary for the board to properly perform its functions.

(3) Publicly released results of prior selection boards, when requested by the board.

(4) Unapproved results of promotion, command, and senior service college selection boards may be used for command boards if authorized by the appropriate approving authority. The MOI will prescribe the additional oath which must be administered to all board members, recorders, and administrative support personnel.

4-15. Information not Furnished to Selection Boards.

a. Except as otherwise provided, the Restricted Portion of the OMPF (R-File).

(1) Except as otherwise directed in DA Memo 600-2, DA Memo 600-4, or the MOI. This information is not normally provided to a HQDA selection board except as authorized by the DCS, G-1 or his designee (or as requested in writing by the officer concerned).

(2) The board president may request permission from DCS, G-1 IAW AR 600-8-104 or AR 135-155 to review specific restricted file information. The board president will submit this request with justification in writing through the DA Secretariat for Boards to the DCS, G-1 or his designee.

(3) The DA Secretariat for Boards will obtain and attach copies of restricted and performance portions of the OMPF and send them with the request to DCS, G-1 for decision. Decisions in these matters will normally be made within 24 hours after receipt of the request.

(4) If the request is disapproved, DCS, G-1 will notify the board president. The restricted information is returned to the appropriate OMPF custodian.

(5) If the request is approved, the following procedures will be followed: the approval authority will authorize in writing the release of specified restricted information. The request and approval will be provided to the board president and be made a matter of record and filed in the restricted portion of the individual's OMPF. If the officer is not selected, the copy of the approved request for the restricted file release is forwarded to the appropriate records custodian IAW this SOP.

(6) If an officer requests, in writing to the president of the board, that his or her restricted file be reviewed, the following procedures will be followed: DA Secretariat for Boards will obtain the restricted file and include the file and the officer's request as part of the promotion file. The request need not be forwarded/approved by the DCS, G-1 but must be made a matter of record and be filed in the restricted portion of the individual's OMPF. If the officer is not selected, all documents will be forwarded to the non-select records custodian IAW this SOP.

b. Incomplete Reports. Included in this category are:

(1) Reports of investigation, courts-martial, other judicial proceedings, boards of inquiry, and boards investigating subversive actions and disloyalty that are ongoing and a report of final action is pending.

(2) Other derogatory information that has caused suspension of favorable personnel action when the case producing this information is still ongoing, unless any of this or related information has already been filed in the OMPF IAW AR 600-37, or AR 600-8-104 in which case only that information may be seen by the board.

c. Other Information. The number of dependents (to include date dependents arrive OS), marital status, spouse's birthplace, religion, and dwell time will be masked on the board ORB. The DCS, G-1 or his representative, the DMPM may authorize exceptions to this restriction as necessary to facilitate the selection process. Reserve Component board ORBs should mirror that of AC.

d. Height/Weight verifications will not be conducted during the board process. Board members must evaluate the official file as presented to the board without further amplification.

#### 4-16. Board Operation.

a. General.

(1) Boards will carefully consider pertinent personnel records of individuals listed on eligibility rosters furnished by DA Secretariat for Boards IAW instructions contained in the board MOI.

(2) For ADL and RC boards, each member of the board will vote and score the file of all officers under consideration

b. Work Schedule. A recommended work schedule will be presented by the DA Secretariat for Boards to the board president. Boards should be scheduled to allow ample time to consider the files of all eligible officers carefully with the pace geared to the slowest voter. Normally, the board's mission should be accomplished using a standard duty day (0730-1700 hours), Monday through Friday. Excessive duty hours, weekends, and holidays should be used only if necessary to allow slow voters or voters who have been temporarily absent to maintain the board's overall pace. Short boards and/or boards which convene later in the work week should make efficient use of time, to include weekends, although recessing boards on Saturdays and Sundays should be avoided unless absolutely necessary.

c. Processing Records. Boards will be presented records in an equitable fashion or as prescribed in the MOI. If consistent with the MOI, the recorder may group records by a major category (e.g., zone of consideration, branch, functional area, or MOS) to facilitate board operations. Within these basic groupings, records will be randomly circulated to board members.

d. Method of Selection. Boards will use either the fully-qualified or the best-qualified method of selection as directed in the board MOI.

e. Voting. AC and RC boards will use the automated voting system. The automated voting system is designed to ensure that each file is voted without prejudice or partiality. Board members should never see another board member's score.

f. Board Recommendations. Internal administrative procedures adopted to determine which individuals the board will recommend for selection must comply with the requirements of applicable law, regulations, policy, and the MOI relevant to each specific board. Procedures for promotion boards will be established so that:

(1) No officer is recommended for promotion unless he/she receives the recommendation of a majority of members of the board (Title 10 U.S.C. §§ 616(c)(1) and 575(c)(1) for ADL selection boards; Title 10 U.S.C. § 14108(b)(1) for RASL selection boards; and AR 135-155 for USAR warrant officer boards).

(2) No officer is recommended for promotion unless a majority of members of the board find the officer fully-qualified for promotion (Title 10 U.S.C. §§ 616(c)(2) and 575(c)(2) for ADL selection boards and Title 10 U.S.C. § 14108(b)(2) for RASL selection boards), and AR 135-55 for RC warrant officer boards.

(3) In accordance with DODI 1320.12, paragraph 6.2.3.4.7., each Promotion Selection Board (PSB), Special Selection Boards (SSB), Federal Recognition Boards (FEDREC), and Position Vacancy Boards (PVB) must certify that the officers recommended for promotion, including those who had adverse information furnished to the board, are in the opinion of the majority of the members of the board, fully qualified and among the best qualified for promotion to meet the needs of the Army consistent with the requirements of exemplary conduct set forth in Title 10 U.S.C. § 3583, as noted in the written instructions furnished to the board by the Secretary of the Army, among those officers whose names were furnished to the board meet the requirements of exemplary conduct set forth in Title 10 U.S.C. § 3583. As a matter of policy, Command and Key Billet Boards, Project/Product Manager/Director Acquisition Key Billet Selection Boards, Promotion Review Boards (PRB), and Command Review Boards (CRB) require the exemplary conduct certification.

g. Attesting to Board Results. Boards will develop attest rosters. The board recorder and one board member will attest to the accuracy of all data on these rosters by signing all pages.

h. After-Action Reports (AAR).

(1) AC Boards.

(a) The board president will prepare an AAR (See Figure 4-1 for the AAR format) including a statistical summary, provided by the DA Secretariat for Boards, upon the conclusion of board deliberations. The board president will use the prescribed format, but may deviate as required to document AAR comments directed by the convening authority of the board.

(b) Distribution of the AAR will be limited as follows: Board president will provide the original through the DA Secretariat for Boards to the Secretary of the Army or his designee. The board president will be the only board member to keep a copy of the AAR. No other complete copies will be made or distributed without DMPM approval. DMPM will provide feedback to CG, HRC, TSG, CCH, AAE/DACM or TJAG as appropriate within two weeks of the board's public release.

(c) CG, HRC, OTSG, CCH, DACM or TJAG as appropriate will be responsible for coordinating and monitoring action taken in response to board AARs and will task appropriate agencies to respond to specific board recommendations. Executive review of action taken on these reports will be presented to the DCS, G-1 or his designee.

(2) RC Boards.

(a) The board president will prepare an AAR (Figure 4-1) including a statistical summary upon the conclusion of board deliberations. RC boards will include all applicable information for their selection

board and indicate those portions that do not apply. The board president will use the prescribed format, but may deviate as required to document AAR comments to the Secretary of the Army.

(b) Distribution of the AAR will be limited as follows: Board president will provide original to the Secretary of the Army or his designee. The Secretariat will retain one copy of the AAR. The board president will be the only board member to keep a copy of the report. No other complete copies will be made or distributed without DMPM approval.

i. Information Related to Proponents (AC Boards). The board president will recommend to the DCS, G-1 or his designee particular career progression issues that surfaced during the conduct of the board. The board president may place such information in his/her AAR or may recommend that DCS, G-1 informally contact the proponent.

j. Recessing the Board.

(1) All DA selection boards discussed in this SOP, with the exception of GO boards, will be recessed by the DCS, G-1 or his designee, normally the DMPM. Recess may be telephonic, video teleconference (VTC) or in person based upon the circumstances. The board president will be present for the board recess, along with all board members, unless a board member has been released in writing by the DCS, G-1 or his designee, the DMPM, for unusual, extenuating circumstances. See para 4-8b. All DA centralized policy selection boards for the USAR will be recessed by the CAR or CG, USARC or his designee, as appropriate.

(2) When the board begins its final deliberations the board recorder should coordinate with the ODCS, G-1 Officer Selection Board Policy Branch AO to begin planning recess actions. The AO will advise the Secretariat as to when the outbrief can be scheduled. A minimum of four hours is required from the time the signed AAR and board statistics are received at ODCS, G-1 Officer Selection Board Policy Branch to when recess may be tentatively scheduled. If the signed AAR and board statistics are not received within this time frame, the board WILL NOT be recessed that day.

(3) For AC boards, before the board outbrief and recess is scheduled the following should be provided to the ODCS, G-1 Officer Selection Board Policy Branch AO:

(a) Statistical summary reflecting selections by zone, component, REDCAT, and gender (above, in, and BZ for promotion boards and first-time considered or year group for command/key billet, school, FCD boards). An additional summary will reflect REDCAT according to gender.

(b) Statistical summary reflecting joint selection results by zone of consideration and joint category as applicable.

(c) Additional statistical summaries specified in the board MOI (e.g., AC, AC/RC, OPMS Approved Changes).

(d) Board AAR. Specific comments must be included that address inability of the board to meet any selection requirement/goal contained in the board MOI. Comments must address officer quality, potential, and/or other issues that may have precluded the board from achieving goals and objectives.

(4) For RC boards, the following will be sent via facsimile or PDF email to the ODCS, G-1 Officer Selection Board Policy Branch AO NLT four hours prior to board recess:

(a) Statistical summaries reflecting selection by component, minority, gender, and branch for previously considered, first-time considered, and total considered. Statistical summaries reflecting selection for command, school, and REFRAD boards will be specified in the board MOI.

(b) Additional statistical summaries as specified in the board MOI.

(c) Board AAR. Specific comments must be included that address inability of the board to meet any selection goal contained in the board MOI. Comments must address officer quality, potential, and/or other issues that may have precluded the board from achieving goals and objectives.

(5) Each board member must sign the board report to the convening authority.

(6) Boards will be recessed by the DMPM or his/her designee. End of board outbriefings will be provided to the DMPM or his/her designee. USAR command, school, or REFRAD boards will be recessed by the CAR or CG, USARC or his designee as appropriate. The board president will recess NGB boards.

(7) After recess by the proper authority and following completion of all administrative requirements, out briefings, and special boards, board members will be released by the Chief, DA Secretariat for Boards.

(8) Boards adjourn once the convening authority has acted upon the board's results. Upon adjournment, the ODCS, G-1 Officer Selection Board Policy Branch action officer will notify the DA Secretariat for Boards. The DA Secretariat for Boards will notify each board member of adjournment within five working days. The DA Secretariat for Boards will remind board members of what they may and may not discuss and remind them that disclosure of their membership on a particular board is not authorized until public release of the board results. Once notification is complete, the DA Secretariat for Boards will contact the ODCS, G-1 Officer Selection Board Policy Branch action officer to report closure.

k. Disposition of Board Documents.

(1) For AC and RC boards, the DA Secretariat for Boards will maintain the original MOI after the board results are approved.

(2) The DA Secretariat for Boards will ensure that all vote sheets, board member notes, and other documents that associate a member to the board are destroyed within five working days of the board's recess and that all prepared rosters, OMLs and ADP files produced for a board are destroyed within 30 days of the board's adjournment. Eligibility rosters will be retained for one year or until approval of subsequent year's like board, whichever is later. Requests for exception to this policy must be approved by DMPM or his/her authorized representative. Requests will be forwarded to DCS, G-1, ATTN: DAPE-MPO-S.

(3) The DA Secretariat for Boards will also ensure that:

(a) For promotion boards, Promotions Branch (AHRC-MSD-O or for RC, AHRC-MSL-N) is furnished all select and non-select rosters. Additionally, the promotions branch will be furnished (approximately one week after the board recesses) the following documents, as described below, for all AC officers not selected for promotion. DA Secretariat for Boards will produce a CD-ROM containing the following:

1 All OMPF documents seen by the board.

2 Original (My Board File Certified) ORB seen by the promotion board.

3 Original correspondence forwarded by the non-selected officer to the president of the promotion board.

4 Photographs of non-selected officers

5 Hardcopy documents authorized in the OMPF but not yet included on the file IAW paragraph 4-14c(3), this SOP.

(b) For ADL promotion boards, the documents described above will be retained for 6 years.

(c) For RC promotion boards, the files of all officers not selected for promotion will be retained for 6 years IAW this SOP and the DA Secretariat for Boards (RC) SOP.

(d) Comparison files will be retained for future special board use. Comparison files will normally consist of 10 representative records (5 selects and 5 non-selects) taken from immediately above and below the best qualified select line, excluding adjustments made to meet AC critical skill requirements and BZ.

4-17. Processing Board Results. (See Table 4-3.).

a. Processing Recommended and Selection Lists.

(1) All personnel involved in the preparation of board results will be cautioned that selection lists and statistical data are handled on a "need to know" basis and that no name will be revealed prior to public release except as authorized by law, regulation, or an authorized official.

(2) Only the DCS, G-1 may provide the head of an agency responsible for making personnel assignments recommendations on individuals prior to final approval if such information is the determining factor concerning urgent assignment actions or if required for clearly compassionate reasons.

(3) Promotions Branch will ensure that all lists receive a preliminary scrub by Special Management Branch (SMB). For AC boards, proponents are required to process all lists through SMB, OPMD for proper identification of those files prior to publication.

(4) Conduct a screening IAW the Personnel Suitability Screening Policy (PSSP) for promotion and command/key billet Post Board Screen (PBS).

(a) A PBS will be conducted for all COL-level promotion selection boards and COL and LTC-level centralized selection boards (command and key billets for both AC and RC). This includes the following command/key billet boards: MFE/OS/FS commands/key billets, AMEDD command, and AAC Product/Project Manager and Acquisition director, AR CCASB, AR CCAB, and AR CAB.

(b) The DA Secretariat for Boards will provide to Promotions Branch the selection list three days following recess of a board. In the case of command selection boards (e.g., LTC, MFE Command), the Secretariat will provide an alpha roster of all selects (principals and alternates). Promotions Branch will not receive separate command/key billet category OMLs. Promotions Branch will forward the selection list to the DAIG, and CID to screen each officer for unfavorable information. Promotions Branch will screen each officer's OMPF for restricted file (R-file) and will review any R-file for unfavorable information related to misconduct or moral turpitude. For those officers identified by any of the Screening Agencies as having unfavorable information, the OMPF and ORB will be obtained. All derogatory information gathered is consolidated by Promotions Branch and forwarded to the DMPM in the form of a DEROG Summary Table and source documents.

(c) Unfavorable information on officers selected for LTC-level command or key billet that are in a promotable status (MAJ promotable) will be reviewed to consider if a Promotion Review Board (PRB) is warranted in addition to the Command/Key Billet Review Board (CRB).

(d) A single DMPM action officer will review the DEROG (with assistance from a representative from the OTJAG) and will prepare read ahead books for the General Officer Review Board (GORB). The action officer will schedule the GORB.

(e) A DMPM action officer will present all information to the GORB. The GORB will be composed as follows: the DMPM (who serves as the president), the TAJAG, and the DTIG or their designated alternates. The GORB will consider whether the information is sufficiently substantiated,

adverse, and relevant to warrant referral to the PRB/CRB. The DMPM will forward the GORB's recommendations to the DCS, G-1 for decision. Should the DCS, G-1 disagree with the board recommendation, the VCSA (or the CAR for AR boards) will decide if the case is forwarded to a review board. Promotions Branch will initiate PRB/CRB proceedings, based on the decision of the VCSA/CAR or the DCS, G-1. The DMPM is the decision authority for those cases in which additional information is received after the GORB has met.

(f) Promotions Branch will inform each officer, in writing, that he or she is being referred to a review board and provide a copy of the derogatory information IAW AR 600-8-29, chapter 8 or AR 135-155, paragraph 3-18.b. Officers referred to a PRB will be flagged IAW AR 600-8-2. This information will be included in the notification memorandum. Officers referred to a CRB will not be flagged unless also referred to a PRB. Officers referred to a CRB will remain on the Centralized Selection List pending resolution of the CRB.

(g) Officers retained on the CSL or AR command list who are deferred pending resolution of their CRB will be considered for revalidation by the next regularly scheduled board provided they are within the eligible population. Officers being revalidated will not be subject to the PBS process again unless new unfavorable information has surfaced that was not seen by the previous CRB or the DMPM. Officers removed from a promotion list who fall within the eligible population and are selected by a subsequent promotion board are subject to the PBS process. Officers removed from a CSL or AR command list will no longer be eligible for consideration by command boards. Exceptions may be granted by the DMPM in cases where the unfavorable information originally considered has changed.

(h) Upon completion of the PBS, HRC will ensure that a copy of the board report, summary and case number, the officer's response to the board, and the final notification to the officer are placed in the officer's R-file.

(5) Within 3-5 working days after AC officer promotion boards recess, DA Secretariat for Boards will provide an advance copy of the board report to ODCS, G-1 Officer Selection Board Policy Branch and an official copy to Promotions Branch, HRC, to begin staffing procedures for approval and release. For the RC, the DA Secretariat for Boards will forward copy of the board results NLT five working days from recess to ODCS, G-1 Officer Selection Board Policy Branch for staffing and approval. RC special board results will be forwarded NLT 15 working days from recess to ODCS, G-1 Officer Selection Board Policy Branch. RC scrolls, both hardcopy and electronically, will be forwarded NLT 20 working days from recess to ODCS, G-1 Officer Selection Board Policy Branch. RC COL scrolls with more than three names will include a Senate text file on CD. The AC command proponent (Command Management Branch, HRC) may release the unapproved results of the CSL to OMPD branch chiefs for purposes of command/key billet slating. These results will be treated as "CLOSE HOLD" information and shown only to branch chiefs directly involved with the command/key billet slating. Those branch chiefs will be placed on board support duty appointment orders and administered the appropriate oath regarding release of results.

(6) DA Secretariat for Boards will forward to ODCS, G-1 Officer Selection Board Policy Branch the following documents for approval as part of results of each selection board NLT five working days from board recess. Board report containing lists of individuals recommended for selection, not recommended for selection, recommended for continuation, recommended for continuation for the purpose of elimination, and individuals who should be required to show cause, as appropriate; CD-ROM as directed in DOD Instruction 1320.4 will accompany nomination lists with 10 or more names. For AC boards, the original and two copies of the lists will be provided.

(7) The DA Secretariat for Boards will also provide a CD-ROM to the appropriate action officer in Officer Division, DMPM, following each centralized officer promotion, school, or command/key billet board. This disk should accompany the post board products (i.e., after action and board reports) within 10 days of board recess and contain the following information: SSN, select status (primary, alternate, or not selected), # of times previously considered (0, 1, 2, 3, ...), type of command/key billet for which the officer was considered (if applicable), and alternate list sequence (if applicable).

(8) For those boards requiring Senate confirmation, the Promotions Branch will also provide a text file with the following information of those recommended as a part of screening certification procedures (See Chapter 15): Last Name; Suffix (e.g. JR, III); First Name; Middle Name; SSN; Rank.

b. Publishing Selection Results, AC Boards.

(1) Upon direction from ODCS, G-1 Officer Selection Board Policy Branch, HRC will publish the following documents:

(a) HQDA memorandum that provides brief statistical summary including zones of consideration, number of individuals considered for selection (above the zone, in the zone, and BZ for promotion boards), and number of individuals selected in each of above categories for promotion boards.

(b) MOI.

(c) Board membership.

(d) Selection or promotion list which will include, at a minimum, individual's name, the last four digits of the SSN, and seniority sequence number for promotion.

(e) The following statistical data will be included:

1 Functional area statistical summary.

2 Basic branch statistical summary.

3 Joint statistical summaries.

4 Profile of selectees that includes: by zone, AFCS, average of AFCS, age, time in grade, and highest MEL code.

(f) Lists of individuals considered by promotion board.

(2) Distribution procedures.

(a) ODCS, G-1 Officer Selection Board Policy Branch will coordinate with HRC and OSD to establish an estimated release date which normally will be no earlier than 10 days after HRC electronically send copies to major subordinate commanders.

(b) HRC, in coordination with the respective DMPM action officer, will arrange for publication of selection and promotion lists for AC boards.

(c) On the first day lists are made available for pre-positioning (P Day). HRC will preposition copies to the personal attention of those officers listed on the prepositioning roster. As a minimum, USAREUR and Korea will acknowledge receipt of prepositioned lists to HRC via telephone, facsimile, electronic message, or secure (encrypted) e-mail.

(d) At P+five working days:

1 Promotion Branch, HRC will furnish ODCS, G-1 Officer Selection Board Policy Branch with 10 copies of selection lists.

2 Upon delivery from HRC, ODCS, G-1 Officer Selection Board Policy Branch will hand carry selection lists to SA, CSA, VCSA, CJCS, DCS, G-1 and DMPM.

(3) Prepositioning Process.

(a) Because of their sensitivity, AC selection lists will be prepositioned so as to provide, as far as possible, simultaneous worldwide release.

(b) When preparing a list for release, responsible offices in HRC will coordinate with Promotions Branch to obtain access to preposition address list and will follow procedures outlined in the HRC List Release SOP.

(c) HRC Promotions Branch (AHRC-MSP-O) is responsible for additions or deletions to the preposition address roster and for maintaining its accuracy in coordination with HRC SGS, DA GOMO, and DCS, G-1. VCSA has granted authority to preposition selection lists with general officer commanders, chiefs of MAAG and Missions, Division Engineers, and heads of other selected commands and agencies having notification responsibility. GO results will not be prepositioned to installations.

(d) All prepositioned lists will include a letter of transmittal signed by the CG, HRC and addressed to the recipient by name and title. As a minimum, letters will contain the following information:

- 1 Purpose of advance distribution.
- 2 Clear instructions concerning release date and procedures.
- 3 Emphasis on avoiding premature release.
- 4 Point of contact for questions.
- 5 Requirement to acknowledge receipt as appropriate.

(e) Screening of Pre-Position Lists. To ensure that preposition addressees have sufficient time to screen and process selection lists and receive release notification, normally a minimum of 10 calendar days will be allowed from the date lists are sent until official release date.

(4) Release date/message. After USAREUR and Korea have acknowledged receipt of the lists, ODCS, G-1 Officer Selection Board Policy Branch with the HRC proponent will establish a precise release date. HRC will announce date and time of release in electronically transmitted message to worldwide AIGS. Message will not be dispatched prior to overseas confirmation of receipt of each preposition list.

(5) Specific release guidance:

(a) Selected release date will normally be not earlier than three working days after the release message is transmitted.

(b) Lists will be released only on Tuesdays, Wednesdays, or Thursdays that do not immediately follow or precede a holiday.

(c) All lists will be released at 0730 hours EST or EDT as appropriate.

c. Promotion List Release Procedures, AC Boards.

(1) Release procedures for ACC field grade promotion boards.

(a) As required by law, the CJCS reviews the board report and comments on the appropriateness of joint consideration. After the CJCS completes his review,, ODCS, G-1 Officer Selection Board Policy Branch will notify Promotions Branch to submit the promotion board results and associated documents for printing.

(b) After the SA forwards the board report to OSD, ODCS, G-1 Officer Selection Board Policy Branch will notify Promotions Branch to prepare to preposition the board results.

(c) The forwarding memorandum from CG, HRC will inform list recipients that the enclosed board results have not yet been approved by proper authority and that premature disclosure constitutes a violation of statute. The memorandum will also stipulate that preposition addressees will receive a release authorization message once the board results have been approved by the SECDEF or his designee and after all major overseas locations have confirmed receipt of the prepositioned list.

(2) Release procedures for all other competitive category promotion boards.

(a) After the DMPM coordinates and completes appropriate reviews, ODCS, G-1 Officer Selection Board Policy Branch AO will notify Promotions Branch to submit the promotion board results for preparation for prepositioning and release.

(b) After the SA forwards the board report to OSD, ODCS, G-1 Officer Selection Board Policy Branch will notify Promotions Branch to preposition the board results.

(3) Notification letters to twice non-selected officers.

(a) In all cases that require the dispatch of letters to those officers twice non-selected, Promotions Branch will coordinate with Retirements and Separations Branch to ensure that all letters are dispatched so that notifying commanders receive the letters in conjunction with receipt of the prepositioned list.

(b) Retirements and Separations Branch will ensure that each notifying commander receives proper instructions for safeguarding the contents of letters to twice non-selected officers from premature disclosure. For this purpose commanders may notify, at their discretion, non-selected officers the day prior to official release of the promotion board results UP AR 600-8-29, Chapter 5.

(4) Release authorization message.

(a) Upon approval of all promotion board results, ODCS, G-1 Officer Selection Board Policy Branch will notify Promotions Branch to determine if all major overseas locations have confirmed receipt of both the prepositioned board results and the notification letters to twice non-selected officers and to establish a firm release date in accordance with existing procedures.

(b) Promotions Branch will dispatch the release authorization message and will include the date the board results were approved in the message. This information is necessary so that commanders who must notify twice non-selected officers can determine, where appropriate, the date of the twice non-selected officer's separation.

d. Publishing Selection Results, RC Boards.

(1) Following final approval of board recommendations, CG, HRC (AHRC-PDV), will publish the following documents:

(a) Transmittal letter providing brief statistical summary including zones of consideration, number of individuals considered for selection (first and second time) and number of individuals selected.

(b) MOI.

(c) Board membership.

(d) Selection list which will include, at a minimum, the officers' names and last four numbers of their social security numbers.

(e) Lists of individuals considered by promotion board.

(2) Distribution procedures.

(a) CG, HRC (AHRC-PDV) will arrange for publication of RC selection lists. Approximately 15 days prior to release date, CG, HRC, will forward electronic (secure) prepositioned release packages to AC/ASCC/DRU commanders and selected addressees. A cautionary letter of transmittal will be signed by the Chief, Office of Promotions (RC) for the CG, HRC.

(b) Release dates will be coordinated with ODCS, G-1 Officer Selection Board Policy Branch. Commander, HRC, will provide five copies of release package to ODCS, G-1 Officer Selection Board Policy Branch in sufficient time to allow prepositioning to selected offices within the Pentagon at least one day prior to release.

**FIGURE 4-1**

AHRC-MSB  
MEMORANDUM FOR THE SECRETARY OF THE ARMY  
SUBJECT: After-Action Report, FY\_\_ (Name of board)  
-- INFORMATION MEMORANDUM

(DATE)

1. Section I - Officer Personnel Management System.

- a. Population characteristics.
- b. Trends or patterns on selection/non-selection.
- c. Branch/skills selection anomalies.
- d. Joint/AAC statistics.
- e. Not fully-qualified/Show Cause issues.
- f. Other observations/concerns/recommendations of the board.

2. Section II - Selection Process.

- a. Guidance to the board (adequacy/clarity of MOI).
- b. Adequacy/clarity of briefings.
- c. Board room procedures (methodology/practice vote, etc).
- d. Confidence in process.
- e. Board support.
- f. Other observations/concerns/recommendations of the board.

BOARD PRESIDENT'S  
SIGNATURE BLOCK

**TABLE 4-1**

**CONVENING AND APPROVAL AUTHORITY**

	<u>Selection Action</u>	<u>Convening Authority</u>	<u>Approval Authority</u>
1. Active Component (AC) <sup>1/</sup>	COL PSB	SA	PDUSD (P&R)/Senate Conf/2
	LTC PSB	SA	PDUSD (P&R)/Senate Conf/2
	MAJ PSB	SA	PDUSD (P&R)/Senate Conf/2
	CPT PSB	SA	PDUSD (P&R)
	CW5, CW4, CW3 PSB	SA	SA
	SELCON (MAJ/CPT/ CW4/CW3/CW2) (including Special Selcon Boards)	SA	SA
	SELCON (COL/LTC)	DCS, G-1	
	Command/Key Billet	CSA	CSA
	SSC/AWCDEP	SA	SA
	CSC	DCS, G-1	DCS, G-1
	FCD	DCS, G-1	DCS, G-1
	Project MGR-ACQ DIR	SA	ASAALT
	Product MGR-ACQ DIR	SA	ASAALT
	SSB	Note 3	Note 3
	PRB	Note 4	SA
	CRB/CMD/KB REVIEW	Note 5	CSA/VCSA
	Chief, SP	TSG	SA/6
	Chief, AN	SA	SA/6
	Chief, MS	SA	SA/6
	Chief, VC	SA	SA/6
SERB	SA	SA	
2. Reserve Component (RC) <sup>7/</sup>	COL PSB	SA	POTUS/Senate Conf/8
	LTC PSB	SA	SecDef
	MAJ PSB	SA	Sec Def
	CPT PSB	SA	Sec Def
	SELCON	SA	SA
	AGR REFRAD/ASMB	CAR/DARNG/TAG	CAR/CNGB
	CW5, CW4, CW3	DMPM	SA
3. USAR POSITION VACANCY	COL (PSN VAC)	SA	POTUS/Senate Conf/3/
	LTC-CPT (PSN VAC)	SA	SECDEF
	CW5, CW4, CW3 (PSN VAC)	DMPM	SA
	PROF DEV ED BD	CAR	CAR
	USARC COL CMD	CG,USARC	CG, USARC
	AGR COL CMD	CAR	CAR
	AGR CO/DET/BN CMD	CAR	CAR

<sup>1/</sup> Includes all competitive categories except as noted.

<sup>2/</sup> Executive Order No 12396, 9 Dec 82, and Deputy Secretary of Defense memorandum dated 1 December 2001. Release permitted after PDUSD(P&R) approval.

<sup>3/</sup> See AR 600-8-29

<sup>4/</sup> Convening authority for PRBs are described in AR 600-8-29, paragraph 8-4 and in this SOP, paragraph 4-17a(4)(e)

- 5/ Convening authority for CMD/KB review boards are prescribed in paragraph 4-17a(4)(e) of this SOP
- 6/ SECDEF/Senate action required if selection of AMEDD branch chief also entails promotion to BG (or other grade).
- 7/ USAR&ARNGUS IAW AR 135-155, chapter 3
- 8/ SA approves board report and forwards nomination list to President for approval and Senate confirmation.

**TABLE 4-2**

**ACTIVE COMPONENT OFFICER BOARD MOI PROCESSING WORKSHEET**

(C DATE = BOARD CONVENE DATE)

C-1 AO authenticates Annex A with DA Secretariat for boards (and/or proponent as required)

C-7 (NLT) Secretariat receives signed MOI

C-30 Approval authority (SA or CSA) receives MOI for signature

C-35 AO verifies Annex A and updates requirements prior to submission to approval authority

C-40 DAS receives MOI review. CSA approves if he is the approval authority for the board

C-50 The ASA(M&RA) receives MOI for review.

C-65 DMPM signs memo forwarding MOI for signature. This initiates formal staffing. G-1 receives for line thru. ( Cover memo should include main issues in MOI and any changes from previous year's MOI)

C-70 AO obtains draft annex requirements from proponent

C-95 OTJAG receives MOI for final review ( OTJAG will obtain OGC concurrence)

C-100 DMPM approves dispatch of zone message announcing board

C-110 AO initiates board MOI

C-100-120 Board zone message is finalized and sent to the field upon approval by DMPM

C-180 DMPM requests legal opinions for any major policy change or new initiative

**TABLE 4-3**

**ACTIVE COMPONENT OFFICER BOARD RESULTS PROCESSING**

(R DATE = Board Recess Date)

R+3-5 Secretariat provides advance copy to Officer Division, ODCS, G-1

R+14 HRC delivers official results to Officer Division  
Promotions Branch provides 2XNS to Retirements and Separations

R+21 OTJAG receives results for legal review and coordinates with OGC (Board recorder ARR completed and available for review) (OASA(M&RA) receives advance copy to begin review, should be provided copy of DMPM memo, board report with stats, and board AAR)

R+35 DMPM signs memo forwarding results for approval; G-1 receives for review and recommendation ( Cover memo should discuss skill requirements, goals, joint duty, and EO; ODCS, G-1, Officer Selection Board Policy Branch will attach to the results packet a separate EO note discussing EO statistics.)

R+37 ASA(M&RA) receives results for review and recommendation; (Upon completion of 10 USC Section 618 review by ASA(M&RA), advance copy of results forwarded to CDR, HRC)

R+51 VCSA/CSA receives results for review and recommendation; CSA approves results if he is the results approval authority

R+53 SA receives results for review, recommendation and forwarding to CJCS for joint determination (FG Army only) or SECDEF for approval; approves results if he is the results approval authority

R+60 CJCS receives results for joint consideration determination.

R+67 Results returned from FROM CJCS

R+72 SA recommends approval and forwards to SECDEF for approval

R+73 PDUSD(P&R) (or other appropriate authority) receives results for approval;  
DA Secretariat for Boards passes nonselect files to Promotions Branch

R+73 HRC, Promotions begins repositioning of lists to S1s thru E-Topmis.

R+86 SECDEF approves board results

R+86 Message is dispatched announcing release date.

R+90 Results released

**TABLE 4-4**

**ACTIVE COMPONENT SPECIAL BOARD RESULTS PROCESSING MILESTONES**

Includes promotion omission, reconsideration, review boards and ABCMR directed boards.

(R DATE - Board Recess Date)

R+3-5 Secretariat provides results to Promotions Branch

R+5 Promotions Branch forwards to DMPM AO

R+7 DMPM AO forwards to OTJAG for legal review.

R+21 OTJAG returns to DMPM AO. G-1 receives results for review and recommendation; AO submits name(s) for certification (SSB)

R+24 ASA(M&RA) receives results for review and recommendation (PRB and SSB)

R+37 DAS receives results for review and recommendation (SSB) VCSA/CSA CSA approves/disapprovesCRB

R+39 SA receives results for review, recommendation (SSB) or decision (PRB)

R+47 PDUSD receives results for approval (SSB)

R+60 SECDEF approves board results

R+70 Results released

R+? Senate confirmation required for promotion to Major and higher

## CHAPTER 5

### SPECIAL BOARDS

5-1. Purpose. Special boards are defined in Chapter 1 of this SOP. Except for a board convened UP Title 10 U.S.C. §§ 628 or 14502, a special board is not itself a selection board; it merely makes recommendations to the approving official to assist in determining whether an individual may have been prejudiced by an error in connection with an earlier selection board or if new information warrants removal of an individual from an existing list.

5-2. General.

a. Special Boards are normally convened under the following circumstances:

(1) Special Selection Board (SSB). To consider or reconsider an officer for promotion under the circumstances stated in AR 600-8-29 or AR 135-155, as appropriate (i.e. officers not selected or considered due to material error(s)).

(2) Special Selective Continuation Board (SSCB). To consider officers for selective continuation under the circumstances stated in AR 600-8-29, paragraph 7-2b (i.e., the officer(s) would or should have been considered by a selective continuation board following their second failure of selection for promotion).

(3) Promotion Review Board (PRB). To consider retention or removal of an officer from a promotion list under the circumstances stated in AR 600-8-29, chapter 8.

(4) Command Review Board (CRB). To consider retention or removal of an officer from a command or key billet list based on recently introduced adverse information.

(5) ABCMR Advisory Board. To provide the ABCMR with an advisory opinion at the direction of the ABCMR IAW Title 10 U.S.C. § 1558.

(6) Special Reappointment Grade Review Board. To make recommendations concerning the reappointment grade of officers returning from the Temporary Disability Retired List (TDRL).

(7) Promotion Advisory Board (PAB). As stated in AR 135-155, PABs are non-statutory RC boards, and are convened to reconsider all warrant officers, to include commissioned warrant officers. These boards will also reconsider commissioned officers (other than commissioned warrant officers) who were either non-selected or were erroneously not considered for promotion by a mandatory promotion board convened before 1 October 1996.

b. Special boards will not be convened to consider or reconsider an individual for command, key billet, or school selection. However, CG, HRC, may grant an officer an extra year of eligibility for these boards.

c. Special boards normally will be convened as soon as possible following receipt of the request by the appropriate Secretariat. RC special boards will be conducted in conjunction with all RC mandatory boards.

5-3. Membership.

a. General

(1) SSBs and SSCB. SSBs and SSCBs must satisfy the statutory membership requirements of 10 U.S.C. § 573, § 612, or §14102, as appropriate and the regulatory requirements of AR 600-8-29 or AR 135-155. Specifically: a minimum of five voting members, each of whom is serving in the grade of major

or higher and is senior to all individuals eligible for selection; at least one of the members will be from the same competitive category as the officer or officers under consideration; when reserve officers are considered, there must be at least one reserve member serving on the board is on active duty (whether or not on the ADL); and if the SSB or SSCB is considering an AC officer who is currently serving in or who has served in a JDA or is designated a JQO, the SSB or SSCB must include a joint board member designated in writing by the CJCS.

(2) PRBs. The membership of PRBs is governed by AR 600-8-29, which requires PRBs to be composed of at least five officers on the ADL serving in a higher grade than those officers being considered. When reserve officers are considered by a PRB, there will be at least one reserve member on the PRB.

(3) Other Special Boards. The membership of other special boards governed by this chapter must meet any membership requirements prescribed by law or regulation, if applicable. If neither law nor regulation prescribes the membership of such other special boards governed by this chapter, the membership should be composed of at least five officers on an ADL serving in a higher grade than those officers being considered; at least one reserve member if a reserve officer is being considered; and at least one of the members will be from the same competitive category as the officer or officers under consideration.

(4) Special boards governed by this chapter are not required to meet any additional minimum non-statutory/non-regulatory membership requirements, including, but not-limited to the non-regulatory requirements for regularly scheduled selection boards (for example: female membership; minority membership; basic/special branch membership ratios; or command experience).

b. Individuals selected for special board's membership should have prior DA selection board experience. However, an individual who was a member of a regularly convened selection board may not serve on a special board that is reconsidering recommendations of that regular board.

c. A special board member will not consider an officer under criteria of any two successive promotion selection boards. (For example, a special board member may not consider an officer that was considered for the In- and Above- the Zone opportunities for both the FY01 and FY02 promotion selection boards.) A special board member may consider multiple officers under the criteria of the same promotion selection board. (For example, if a special board member considers officer X under the criteria of the FY01 promotion selection board, then the same member may also consider officer Y under the criteria of the FY01 promotion selection board). A special board member will not consider an individual under criteria of any two successive boards which considered the individual. (For example, if a special board member considered an officer for a promotion selection board they may not consider the individual for a special board).

d. Officers who are serving as members of boards in session may be scheduled to sit as members of special boards during the concurrent period or after recess of the primary board as long as the members had not previously considered officers under consideration

#### 5-4. Convening Special Boards.

##### a. Special Selection Boards (SSBs)

(1) Consideration Cases. The CG, HRC has authority to direct that SSBs be convened for AC and RC personnel when an administrative error resulted in a failure to consider an individual for promotion for which eligible or when the ABCMR requests a SSB.

(2) Reconsideration Cases. The CG, HRC has authority to direct that SSB be convened for AC and RC personnel when a material omission may have caused a non-selection and the officer requests to be reconsidered cases.

(a) Authority to convene. All requests for SSBs involving promotion reconsideration will be referred to the following reviewing officials (or body) for a determination as to whether a SSB will be convened.

1 The DCS, G-1 for Officer Special Review Board (OSRB) for all AC officer cases referred by CG, HRC or his designee. CG, HRC or his designee will review all requests for reconsideration IAW AR 600-8-29 and this SOP. Requests that do not comply with guidance will be denied.

2 The CG, HRC, (AHRC-MSL-N), or his designee for all RC cases other than those referred to SSBs by OSRB following favorable action on OER appeals.

(b) Basis for convening a special board. See 10 USC Sections 628 and 14502, and AR 600-8-29 or AR 135-155 for the basis for convening a special board

b. Promotion Review Boards. The DMPM; CG, HRC; or their designees may refer recommendations for removal of officers from promotion lists to PRBs convened IAW AR 600-8-29. The CG, HRC; Commander, AR-HRC; or their designees may refer recommendations for removal from promotion lists of RC officers not on the ADL to boards convened IAW AR 135-155.

c. Other Special Boards. Other Special Boards may be convened IAW the authorities provided in Table 4-1 of this SOP, or as otherwise directed by the appropriate authority.

5-5. MOI. Whenever a SSB considers/reconsiders an individual for promotion, it will be governed regarding recommended selection criteria by the MOI used by the regularly constituted promotion board that originally would have or did consider the individual. The Secretary of the Army will approve a separate MOI to convene the SSB, to provide instructions to SSB members, and to specify administrative requirements (e.g., reporting requirements).

#### 5-6. Board Procedures.

a. Procedures for special ABCMR advisory boards providing advisory opinions to ABCMR will conform with the instructions of the ABCMR.

b. SSBs convened UP 10 USC Sections 628 and 14502, with the exception of fully qualified boards, must use a sampling of comparison files of officers recommended for promotion and not recommended for promotion by the promotion selection board that originally considered the officer concerned. When SSBs are required to use the fully-qualified method of selection (because the related regularly constituted promotion selection board used that method), all members, after careful consideration of the record of each officer whose name was referred to the board, will vote either to recommend or not to recommend for promotion. The recommendation of the board will reflect the majority opinion of the board. When boards are required to use the best-qualified method of selection, the following procedures apply.

(1) For each case under consideration, the DA Secretariat for Boards supporting the SSB will obtain from its files of the related regularly constituted promotion board (best qualified boards only) the following comparison records (total of 10):

(a) The DA Secretariat for Boards will provide for the SSB's use five comparison records recommended for promotion. For AC officer boards provided basic branch or functional area critical skill requirements, the comparison records will be from in and above the zone that have been recommended for promotion before applying critical skill requirements or below the zone integration. Files "brought up" to meet critical skill requirements, BZ, or other requirements are not included.

(b) The DA Secretariat for Boards will provide for the SSB's use five comparison records not recommended for promotion. For AC officer promotion boards provided basic branch or functional area critical skill requirements, files "bumped" below the select line to meet critical skill requirements, BZ, or

other requirements are not included (2) To assist the board in its deliberations, the recorder will recommend the following administrative procedures.

(a) The board will select a numeric scoring system.

(b) The recorder will circulate comparison and case records to board members for scoring. The records will be presented randomly and will not be identified by type.

(c) After board members have voted, they will rank order all records based on cumulative score.

(d) The recorder will identify comparison records and case records. Any case record with a score equal to or higher than the lowest scored recommended comparison record will be considered selected.

(3) For RC boards, the Recorder will use the local SOP for determining recommend selection or non-selection.

c. For removal cases, the recorder will recommend that the PRB or CRB adopt a retain/remove voting system, voting as to whether the board should recommend that an individual's name be retained or removed from a recommended for promotion list. After votes are recorded, majority opinion rules final outcome. Command Review Boards will replicate the Promotion Review Board process, as much as practical.

5-7. Processing Board Results. Upon recess, each special board will forward a formal report through DCS, G-1 to the approval authority. The board will organize the report into separate sections identifying those recommended for promotion, those not recommended for promotion, and those recommended for retention or removal from a list as appropriate.

5-8. Notification of the Results of Special Boards. Individuals considered will be notified of the results of the special boards upon approval by the appropriate authority.

## CHAPTER 6

### **SELECTIVE EARLY RETIREMENT BOARDS (SERB) / SELECTIVE RETIREMENT BOARDS (SRB)**

6-1. Purpose. To describe policies, procedures, and responsibilities for selecting officers for early retirement.

6-2. Scope. This chapter applies to all ADL officers eligible for selection for early retirement UP Title 10 U.S.C. §§ 638 and 638a and Warrant Officers eligible for selective retirement UP Title 10 U.S.C. § 581. The term officer in this chapter refers to ADL COLs, LTCs, and WOs.

6-3. Policy. When the needs of the Army require an officer SERB will be convened and conducted IAW Title 10 U.S.C. §§ 611(b) or 638, DODI 1332.32, and AR 600-8-24, paragraph 6-30. SRB for all ADL warrant officer grades will be convened and conducted IAW Title 10 U.S.C. § 581. SERB/SRB will not be used for the sole purpose of enhancing promotion opportunity nor will it be used to involuntarily retire officers who because of misconduct, moral or professional dereliction, or in the interest of national security should be required to show cause for retention on active duty.

6-4. Eligibility.

- a. Eligibility criteria for SERB will be UP Title 10 U.S.C. §§ 638 and 638a.
- b. Eligibility criteria for WO SRB will be UP Title 10 U.S.C. § 581.

6-5. Responsibilities.

- a. DCS, G-1 (or his designee, the DMPM).

(1) Exercises general staff supervision over the SERB/SRB selection system. All matters relating to changes or interpretation of policy will be referred to DCS, G-1 for, approval/resolution.

(2) Determines the number of officers to be selected for early retirement (ACC) and the number of WOs to be selectively retired.

(3) Develops selection policies and procedures.

(4) Prepares MOI.

(5) Obtains SA approval to convene SERB/SRB.

(6) Obtains SA approval of SERB/SRB recommendations.

- b. CCH, TJAG, TSG. Determine the number of officers to be selected for early retirement in each respective competitive category.

- c. CG, HRC.

(1) Coordinates and administers the operation of the SERB/SRB.

(2) Identifies critically short basic branches or functional categories for inclusion in the MOI.

(3) Prepares list of eligible officers for SERB/SRB consideration.

(4) Prepares DCS, G-1 notification letters to both the GO conducting the notification of SERB/SRB and the individual officer who has been selected for SERB/SRB.

d. DA GOMO.

- (1) Identifies eligible general officers to serve as SERB/SRB members.
- (2) Obtains CSA approval of board membership.

e. DA Secretariat for Boards. Conducts SERB/SRB. Provides normal statistical package and special items indicated in Table 6-1 after completion of board deliberations.

6-6. Selection Board Procedures. The board will be conducted IAW Chapter 4 this SOP except as modified herein.

a. Membership (See annually approved matrices maintained by the Officer Selection Board Policy Branch.)

(1) SERB/SRB will consist of a minimum of ten voting members who meet the requirements established by Title 10 U.S.C. §§ 611(b) and 612. Serving general officers will be used to the maximum extent possible. A promotable COL may serve as a member on a LTC or below SERB/SRB if necessary. DA GOMO will nominate general officers to serve as SERB/SRB members for CSA approval. WO SRBs will consist of five or more officers who meet the criteria for membership established by Title 10 U.S.C. § 573(b). DA GOMO will nominate general officers to serve as WO SRB members for CSA approval.

(2) Board membership will reflect, to the extent practicable, the various components, branches, functional areas, areas of concentration, skills, and experience of officers under consideration. At a minimum, one officer from the competitive category being considered will be represented on the board. The demographics of officers in the zone of consideration may be furnished to DA GOMO to assist in membership selection.

(3) A separate board will be convened for each grade and competitive category of officers eligible for SERB/SRB consideration, however, the same membership may be designated to preside over more than one board.

(4) Board membership will not be revealed until the board adjourns, then only under the provisions of the FOIA.

(5) Officers selected for SERB membership will have prior DA officer promotion selection board experience. SRB members need not have prior officer promotion selection board experience.

b. MOI.

(1) DCS, G-1 will furnish the president of each SERB/SRB a MOI providing detailed guidance for board operations.

(2) The MOI will contain guidance on the factors to be considered in determining professional qualification and retention potential.

c. Conduct of the Board.

(1) General. The board will operate IAW this SOP and the MOI.

(2) The board will evaluate the entire record of all officers under consideration and assign each a score. The names of all officers will then be ordered sequentially by relative score standing.

6-7. Notification.

a. No list of selected officers will be published.

b. As a general rule, selected officers will be personally notified of selection by the first general or flag officer in his/her chain of command. AC, ASCC, DRU requests for exceptions to this policy will be considered by the DCS, G-1 on a case-by-case basis. CG, HRC, in coordination with DA GOMO, may be tasked to identify/recommend an appropriate notifying general officer.

c. The selected officer should be provided with sufficient information in the notification packet to make an educated retirement decision. The packet should include the officer's completed service computation.

d. A primary goal of the notification process is to maintain the dignity and privacy of selected officers.

6-8. Post Board Actions.

a. All post-board SERB/SRB policy inquiries, including FOIA requests and inquiries sent directly to CG, HRC, should be forwarded to Officer Division, DCS, G-1 (DAPE-MPO), who will prepare the HQDA response.

b. All responses to SERB/SRB policy inquiries must be reviewed by ASA (M&RA) and OTJAG/OGC before forwarding for signature.

c. Requests for reconsideration of selected officers will not be accepted. Selected officers who believe that a material error existed in their file at the time of the SERB/SRB may apply to the ABCMR for relief.

d. Officers selected for early retirement may request copies of the MOI under FOIA.

**TABLE 6-1**

**STATISTICAL PACKAGE FOR SERB**

The information below should be prepared in conjunction with each AC SERB/SRB. Each category of information should be listed by eligible/selected/percentage of considered populations.

<u>Major Category</u>	<u>Sub-Category</u>
a. Racial, Ethnic and Gender Categories.	White Black Hispanic Asian/Pacific Islander American Indian/Alaskan Native Other/Unknown Males Females Gender by REDCAT
b. AC, ASCC, DRU .	FORSCOM TRADOC USAREUR AMC JOINT/DOD FOA MEDCOM (AMEDD boards only) AAESA Other
c. Career Management Division.	MFE OS FS Health Services
d. Awards.	MOH DSC BS PH RVNCM SWA POW
e. Former and Current Commanders. (includes ACC officers)	Battalion Brigade (COL SERB only) Product/Project Manager
f. BZ Promotions.	MAJ LTC COL (COL SERB only) MAJ/LTC MAJ/LTC/COL (COL SERB only) LTC/COL (COL SERB only)CWO
g. Military Education Level.	MEL 1 (SSC/WOSSC graduate)

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- MEL 2 (SSC selectee)
- MEL 3 (Corresponding Studies Crs 1st year)
- MEL 4 (ILE/CSC/WOSC graduate)
- MEL 6 (OAC/WOAC graduate)
- MEL 7 (WOBC graduate)
  
- h. Civilian Education Level.
  - CEL 1 (PhD)
  - CEL 2 (Masters degree)
  - CEL 5 (Bachelors degree)
  - CEL 6 (Associate degree or 2 year equivalent)
  - CEL 7 (less than 2 year)
  - CEL 8 (HS graduate)
  
- i. Source of Commission.
  - USMA
  - ROTC
  - ROTC DMG
  - OCS
  - OCS DMG
  - ARNGUS
  - Direct Appointment
  - Other
  
- j. Current Duty.
  - Joint
  - USMA
  - ROTC
  - USAREC
  - Attaché
  - FAO
  - RC Support
  - AWC Faculty
  - Classified Positions
  - Other
  
- k. YOS/Years of Commissioned Service.
  - 1. Branch/Functional Area/AOCs.
  - m. ACC/Single Track Officers.

## CHAPTER 7

### REDUCTION IN FORCE (RIF) AND U.S. ARMY RESERVE (USAR) RELEASE FROM ACTIVE DUTY (REFRAD) BOARDS

7-1. Policy. This chapter describes policies, procedures, and responsibilities for selecting officers for involuntary separation or REFRAD for RC AGR officers to include warrant officers.

7-2. Scope. This chapter applies to all officers eligible for involuntary separation UP 10 USC §§ 580a, 638a, and 12313 and to all RC AGR officers considered by REFRAD boards IAW ASA (M&RA) policy memorandum, subject: Active Guard Reserve (AGR) Lifecycle Management Process dated 1 September 2005 (as amended by memorandum dated 3 November 2005), and the Army Reserve AGR Lifecycle Management Plan.

7-3. Purpose. When it is necessary to manage an officer grade imbalance or strength overage within a competitive category, RIF boards will be convened and conducted IAW 10 USC §§ 580a, 611(b), 638 and AR 600-8-24. RIF will not be used for the sole purpose of enhancing promotion opportunity nor will it be used to involuntarily separate officers who because of misconduct, moral or professional dereliction, or in the interest of national security should be required to show cause for retention on active duty. REFRAD boards will be utilized for all RC AGR officers when it is necessary to manage officer grade imbalances or strength overages. The REFRAD request will be made through the Army G1 to ASA (M&RA). When the CAR/NGB determines that there are or may be an excess of AGR officers for any grade, he may initiate the necessary action to reduce such numbers. The CAR/NGB will monitor and manage the number of AGR officers to include warrant officers in each grade and ensure that the grade structure is consistent with and will support the overall readiness objectives of the RC. The AGR lifecycle management process establishes the promotion system as the primary force shaping mechanism based on AGR requirements. Maximum use of the active component "Limited Call to Active Duty Program" will be utilized to accommodate and correct the officer grade imbalances or strength overages that may exist. The REFRAD board is intended to be conducted when the aforementioned tools do not result in correction of officer grade imbalances or strength overages.

7-4. Eligibility. UP Title 10 U.S.C. §§ 580a, 638a and 12313. Specific eligibility criteria for REFRAD boards TBD as required.

7-5. Responsibilities.

a. DCS, G-1 (or his designee, the DMPM).

(1) Exercises general staff supervision over the RIF/REFRAD selection system. All matters relating to changes or interpretation of policy will be referred to DCS, G-1 for approval/resolution.

(2) Determines the number of officers to be selected for involuntary separation for ADL and Army Reserve AGR officers. The Director, Army National Guard will determine the number for NG AGR officers.

(3) Develops selection policies and procedures.

(4) Develops AGR REFRAD MOIs.

(5) Obtains ASA (M&RA) or CAR/NGB approval, as applicable, to convene RIF/REFRAD.

(6) Obtains ASA (M&RA) or CAR/NGB approval, as applicable, of RIF/REFRAD board recommendations.

b. CCH, TJAG, TSG. Provide input to DCS, G-1 to determine the number of officers to be selected for involuntary separation in each respective competitive category.

c. CG, HRC.

- (1) Coordinates and administers the operation of the RIF/REFRAD.
- (2) Identifies critically short functional categories for inclusion in the MOI.
- (3) Prepares list of eligible officers for RIF/REFRAD consideration.
- (4) Prepares notification letters to selected officers and the first COL in officer's chain of command.

d. DA Secretariat for Boards. Conducts RIF/REFRAD boards when required. Provides normal statistical package and special items indicated in Table 7-1 after completion of board deliberations.

e. Chief, National Guard Bureau (CNGB)

- (1) Authorizes ARNG AGR REFRAD board to convene.
- (2) Notifies the ASA(M&RA), through the DCS, G-1, that there is a need to use the ARNG AGR REFRAD board.
- (3) Approves ARNG AGR REFRAD board results.
- (4) Forwards, upon approval, results through the DCS, G-1, to the ASA(M&RA).

e. CAR.

- (1) Authorizes Army Reserve AGR REFRAD board to convene.
- (2) Notifies the ASA(M&RA), through the DCS, G-1, that there is a need to use the AGR REFRAD board.
- (3) Approves Army Reserve AGR REFRAD board results.
- (4) Forwards, upon approval, results through the DCS, G-1, to the ASA (M&RA).

f. CDR, HRC:

- (1) Projects a need to conduct an Army Reserve AGR REFRAD board.
- (2) Convenes the Army Reserve REFRAD board.
- (3) Produce a consolidated annual report and submit to CAR for approval.

7-6. Selection Board Procedures. The board will be conducted IAW Chapter 4 this SOP except as modified herein.

a. Membership See annually approved matrices.

b. MOI.

(1) The DCS, G-1 will furnish the president of each RIF/REFRAD board a MOI providing detailed guidance for board operations.

(2) The MOI will contain guidance on the factors to be considered in determining professional qualification and retention potential. c. Conduct of the Board.

(1) General. The board will operate IAW this SOP and the MOI.

(2) The board will evaluate the entire record of all officers under consideration and assign each a score. The names of all officers will then be ordered sequentially by relative score standing.

7-7. Notification.

a. No list of selected officers will be published.

b. As a general rule, selected officers will be personally notified of selection by the first COL in his/her chain of command. Requests for exceptions to this policy will be considered by the DCS, G-1, or his/her designee, on a case-by-case basis.

c. The selected officer should be provided with sufficient information in the notification packet to make an educated decision about his/her separation. Packet should include the officer's completed service computation.

d. A primary goal of the notification process is to maintain the dignity and privacy of selected officers.

e. Officers selected for release by a REFRAD board will be released from active duty when the officer meets three years TIG or 120 days after receipt of notification if the TIG is already met. If an officer requests an earlier release date, the Commander, HRC may approve it.

7-8. Post Board Actions.

a. All post-board RIF/REFRAD policy inquiries, including FOIA requests and inquiries sent directly to CG, HRC, should be forwarded to Officer Division (DAPE-MPO), ODCS, G-1 who will prepare the HQDA response. Signature authority is situation dependent but generally in accordance with the Army Staff Action Guide.

b. All responses to RIF/REFRAD policy inquiries must be reviewed by OASA (M&RA) and OTJAG/OGC before forwarding for signature.

c. Requests for reconsideration of selected officers will not be accepted. Selected officers who believe that a material error existed in their file at the time of the RIF/REFRAD board may apply to the ABCMR for relief.

d. Officers selected for separation may request copies of the MOI under FOIA.

**TABLE 7-1**

**STATISTICAL PACKAGE FOR REDUCTION-IN-FORCE/REFRAD BOARD**

The information below should be prepared in conjunction with each RIF/REFRAD. Each category of information should be listed by eligible/selected/percentage of considered populations.

<b><u>Major Category</u></b>	<b><u>Sub-Category</u></b>
a. Racial, Ethnic, Gender Categories.	White Black Hispanic Asian/Pacific Islander American Indian/Alaskan Native Other/Unknown Males Females Gender by REDCAT
b. Component.	AC RC
c. AC, ASCC, DRU.	FORSCOM TRADOC USAREUR AMC JOINT/DOD FOA MEDCOM (AMEDD boards only) AAESA Other
d. Career Management Division.	MFE OS FS
e. Awards.	MOH DSC SS PH RVMCM SWA POW
f. BZ Promotions (AC Only)	MAJ and CWO
g. Military Education Level.	MEL 1 (SSC/WOSSC graduate) MEL 2 (SSC selectee) MEL 3 (Corresponding Studies Crs 1st year) MEL 4 (ILE/CSC/WOSC graduate) MEL L (CAS3 Enrollee) MEL N (CAS3 Graduate) MEL 6 (OAC/WOAC graduate) MEL 7 (WOBC graduate)
h. Civilian Education Level.	CEL 1 (PhD)

- CEL 2 (Masters degree)
  - CEL 5 (Bachelors degree)
  - CEL 6 (Associate degree or 2 year equivalent)
  - CEL 7 (less than 2 year)
  - CEL 8 (HS graduate)
- i. Source of Commission.
  - USMA
  - ROTC
  - ROTC DMG
  - OCS
  - OCS DMG
  - ARNGUS
  - Direct Appointment
  - Other
- j. Current Duty.
  - Joint
  - USMA
  - ROTC
  - USAREC
  - Attaché
  - FAO
  - RC Support
  - AWC Faculty
  - Classified Positions
  - Other
- k. YOS/Years of Commissioned Service.
- 1. Branch/Functional Area/AOCs.
- m. ACC/Single Track Officers.

## CHAPTER 8

### Selective Continuation (SELCON) Boards

8-1. Purpose. This chapter delineates responsibilities and establishes policies and procedures regarding SELCON.

8-2. General.

a. The SA is the convening and approval authority for centralized selection boards conducted to recommend officers for SELCON on the ADL or the RASL and warrant officers on the ADL. The decision to implement selective continuation is based on the needs of the Army. Recommendations to conduct SELCON will be forwarded to the SA by the DCS, G-1 through the ASA(M&RA).

b. SELCON boards will be conducted IAW Title 10 U.S.C §§ 573(c), 580(e), 637, and 14701; DODI 1320.08; AR 600-8-29, chapter 1; DA Memo 600-2 and DA Memo 600-4.

c. Officers will be considered for continuation based upon the needs of the Army, to include specific grade, Area of Concentration (AOC), and special skill requirements IAW DoDI 1320.08. The DCS, G-1 is delegated authority to determine specific grade and skill requirements based on a thorough review of established manpower requirements for officers serving on the ADL or RASL.

8-3. Active Component (AC) SELCON. Title 10 U.S.C. § 637 provides that an ADL officer, other than a warrant officer, subject to discharge or retirement in accordance with Title 10 U.S.C. § 632 may, subject to the needs of the Army, be continued on active duty if he or she is selected/recommended for SELCON on active duty by a selection board convened under Title 10 U.S.C. § 611(b). Title 10 U.S.C. § 580(e) provides that an ADL warrant officer subject to discharge or retirement in accordance with Title 10 U.S.C. § 580 may, subject to the needs of the Army, be continued on active duty if he or she is SELCON on active duty by a selection board convened under Title 10 U.S.C. § 573(c). DODI 1320.8, "Continuation of Commissioned Officers on Active Duty and on the Reserve Active Status List".

a. Officers pending separation because of having twice failed to be selected for promotion to CW3, CW4, CW5, MAJ, or LTC, may be SELCON on active duty in their present grade; however, officers in an obligated volunteer status are not eligible for SELCON (except as stated in paragraph 8-3b for AMEDD officers). A SELCON board must recommend the officers for continuation and the SA must approve the recommendation before the officers may be continued. Officers may not apply for SELCON. The SA will direct a SELCON board to consider officers for continuation when required by the needs of the Army.

b. AMEDD officers on the ADL who were twice non-selected for promotion to MAJ or LTC may be voluntarily, or in accordance with the specific provisions of a service grant, continued on active duty to fulfill an active duty service obligation as indicated below. AMEDD CPTs and MAJs with an active duty service obligation will be considered for continuation by a SELCON board.

(1). Those officers who are selected and accept SELCON will be retained on active duty.

(2). Those officers with remaining active duty service obligations (ADSOs) will be continued on active duty until fulfillment of all ADSOs unless the SA, or his designee, determines that completion of the ADSO of that officer is not in the best interest of the Army. Continuation on active duty is UP 10 U.S.C. § 632.

(3). Those officers retained on active duty pending fulfillment of an ADSO will continue to be considered for promotion until separated.

c. An officer who holds the regular grade of CPT in the Army, and who is subject to discharge or retirement in accordance with Title 10 U.S.C. § 632 may not be continued on active duty under Title 10 U.S.C. § 637(a) (2) for a period that extends beyond the last day of the month in which he or she

completes 20 years of active commissioned service unless he or she is promoted to the regular grade of MAJ.

d. Except as otherwise provided, an ADL officer who holds the regular grade of MAJ in the Army, and who is subject to discharge or retirement in accordance with Title 10 U.S.C. § 632 may not be continued on active duty under Title 10 U.S.C. § 637(a)(3) for a period which extends beyond the last day of the month in that he or she completes 24 years of active commissioned service unless he or she is promoted to the regular grade of LTC. (NOTE: By memorandum dated 26 February 2007, Subject Authority to Selectively Continue Active Duty List (ADL) Majors Beyond 24 Years, with the USD(P&R)'s concurrence, the ASA(M&RA) suspended Title 10 U.S.C. § 637(a)(3) UP Title 10 U.S.C. § 123, temporarily permitting selectively continuation of ADL MAJ not to exceed 30 years commissioned service. Unless sooner rescinded, the suspension action will expire in 2013 or IAW the terms of Title 10 U.S.C. § 123, whichever is sooner.

e. See AR 600-8-24 and AR 600-8-29 for administration of individuals.

#### 8-4. Reserve Component (RC) SELCON.

a. See DoDI 1320.8 and AR 135-155.

b. The purpose of the SELCON of officers serving on the RASL is to meet Army manpower requirements in specific grades, branches, functional areas, or special skills.

c. RC officers are assigned to a basic branch, special branch, or area by the original appointing authority. Further rules for classification of RC officers are set forth in AR 611-1.

(1) For Army Reserve officers serving on the RASL, HRC-STL, based on Army needs and each officer's qualifications and desires, determines the officers branch designation.

(2) For ARNG officers serving on the RASL, each State Adjutant General and each officer's qualifications and desires determine branch designation. Once an initial branch is designated for an ARNG officer it may not be redesignated without prior approval by the State Adjutant General.

d. RC officers will be considered for continuation in the assigned branch and/or awarded specialty in which currently appointed as determined pursuant to AR 611-1 and by either HRC-STL for USAR officers or the State Adjutant General for ARNG officers.

e. In determining RC SELCON requirements, the DCS, G-1 will consider the availability of qualified and geographically available officers assigned to the Individual Ready Reserve (IRR) and Control Group Individual Mobilization Augmentee (IMA) when determining the need for the SELCON of officers based on shortages in units of the Selected Reserve. This consideration will ensure that IRR and IMA officers are afforded opportunities for assignment to units.

f. The SELCON of RC officers assigned to Selected Reserve units may be inappropriate when there are an adequate number of IRR or IMA officers throughout the Ready Reserve with the appropriate grade and qualifications necessary to fill TPU shortages either through voluntary or involuntary transfer. The DCS, G-1 will account for IRR and IMA officers throughout the Ready Reserve when determining RC SELCON requirements.

g. If the DCS, G-1 determines there are Army requirements for the SELCON of RC officers of a particular grade and branch or specialty from throughout the IRR, care will be taken to ensure that all officers assigned to the IRR of the particular grade and branch or specialty are considered for continuation. This will provide similar continuation opportunities to all IRR officers in the category(ies) being considered for SELCON.

h. ARNG officers may not be continued on the RASL without the consent of the Governor concerned.

i. CPTs selected for continuation will be continued until 20 years of commissioned service and will continue to be considered for promotion to MAJ. MAJs selected for continuation will be continued until 24 years of commissioned service and will continue to be considered for promotion to LTC.

8-5. Selective Continuation Board Membership.

a. The DCS, G-1 or his designated representative (normally the DMPM) is delegated authority to determine membership requirements and appoint board members for all SELCON boards.

b. Membership requirements for SELCON boards are established in the membership matrices approved by the DMPM and maintained by the Officer Selection Board Policy Branch.

c. The DMPM shall appoint RC SELCON board members. The RC SELCON board membership shall be in accordance with DODI 1320-11 and AR 135-155.

d. No board member may participate on consecutive selective continuation boards for the same grade and branch or specialty.

8-6. Selective Continuation Boards.

a. The SA will provide a MOI to each SELCON board. The MOI will establish specific selection standards and criteria applicable to the subject board. SELCON boards shall act in accordance with DODI 1320.8 and those regulations and instructions the SA has established or provides to them.

b. AC SELCON boards will normally be conducted at the DA Secretariat for Boards for Selection Boards (AC), Alexandria, Virginia. RC SELCON boards will normally be conducted at the DA Secretariat for Boards for Selection Boards (Reserve Components), St. Louis, Missouri.

c. The SA is the final approval authority for all SELCON boards. For ARNG officers serving on the RASL, both the Governor concerned and the SA must approve the board recommendations pertaining to the continuation of their service.

## CHAPTER 9

### POSTHUMOUS COMMISSIONS AND WARRANTS

9-1. Purpose. To delineate responsibilities and establish policies and procedures regarding officer posthumous commissions and warrants

9-2. Scope. This chapter applies to members of the Regular Army, AR and ARNG/ARNGUS

9-3. Responsibilities.

a. DCS, G-1 (or his designee, the DMPM).

(1) Develops plans and policies governing posthumous promotions.

(2) Responsible for processing the posthumous promotion through OSD for approval.

(3) Verifies promotion status of officers recommended for posthumous promotion or on promotion lists prior to publication.

(4) Coordinates with OTJAG for legal review of posthumous promotions.

b. CG, HRC.

(1) Within 24 hours of official notification from the AC, ASCC or DRU, HRC Casualty and Mortuary Affairs Operations Center (CMAOC) provides information officer's death to DMPM.

(2) Issues promotion certificate as authorized.

(3) Insures that records of the member indicate that the member served in the grade to which posthumously promoted.

9-4. General. Posthumous promotions are governed by law, Army Regulations, Executive Order, and policy. Specifically, posthumous promotions are governed by Title 10 U.S.C. §§ 1521 and 1522, EO 13358 28 September 2004, AR 600-8-29 paragraph 1-29, AR 135-155, paragraph 4-7, AR 601-100, paragraphs 3-1a and 3-1v, and AR 135-100, paragraph 5-3a.

9-5 Authority. The President delegated the authority to issue a posthumous promotion to the SECDEF in Executive Order 13358, 28 September 2004. The SECDEF redelegated this authority to the SA by memorandum dated 17 November 2008, Subject Redelegation of Authority Under Executive Order 13358, "Assignment of Functions Relating to Certain Appointments, promotions, and Commissions in the Armed Forces". Further delegation is prohibited, the SA is the approval authority.

9-6 Processing the posthumous promotion.

a. The CMAOC office at HRC upon confirmation of an officer's death will forward the officer's information to the Branch Chief, Officer Selection Board Policy Branch to immediately determine if the officer has been "officially recommended" for promotion. In the Branch Chief's absence the information will be immediately forwarded to his/her representative. In these instances Officer Selection Board Policy Branch will process posthumous promotion for officer's who have been "officially recommended" for promotion without delay. If the officer has not been "officially recommended" for promotion no further action is taken. Officer Selection Board Policy Branch will notify the CMAOC office that the officer is not "officially recommended" for promotion and therefore no posthumous promotion will be approved for the officer.

b. In the interest of time and in order to help expedite the posthumous promotion request, the Officer Selection Board Policy Branch will send an unofficial copy of the posthumous promotion request to the USD(P&R). This will afford USD(P&R) maximum time possible to make any necessary staffing preparations. If a promotion board has recently recessed that may have considered the officer who is deceased, but the results have not been delivered to the Officer Selection Board Policy Branch, then the Officer Selection Board Policy Branch will coordinate with the DA Secretariat for Boards to verify the “official” promotion status of the officer.

c. The official posthumous request will be expedited (hand carried) in a DMPM “bomber folder” through each of the approving staff agencies. The request will include:

(1) DMPM cover memo to the SA.

(2) Brief summary of circumstances surrounding the officer’s death. If applicable, the summary will include any information indicating if the officer was on an unauthorized absence at the time of death. If applicable, the summary will include any information indicating the death was due to, or possibly due to, the officer’s misconduct.

d. After the SA has approved the posthumous promotion Officer Selection Board Policy Branch will immediately forward the approved action (items 9-6 c (1), (2),(3), and (4) above) to the CMAOC office at HRC. After confirmation that CMAOC has received the approved action, this closes the action at the Officer Selection Board Policy Branch.

## CHAPTER 10

### CENTRALIZED COMMAND/KEY BILLET SELECTION SYSTEM

10-1. Purpose. To delineate responsibilities and establish policies and procedures regarding the centralized selection system for command and key billets.

10-2. Scope. This chapter applies to officers on the ADL, including AMEDD Corps officers competing for centralized selection for LTC and COL command designated units/positions. Centralized selection information for AAC key billet officers is outlined in chapter 13. This chapter also applies to USAR AGR officers competing for centralized selection for CPT, MAJ, LTC, and COL command designated units/requirements and USAR Non-AGR officers competing for centralized TPU COL level command.

10-3. Responsibilities.

a. CSA.

- (1) Approves eligibility and selection criteria for ACC centralized command selection.
- (2) Approves recommended command and key billet slates and deferrals as the final selection authority.
- (3) Determines which selection list an officer will remain on if two or more centralized selection boards list the officer as a principal.
- (4) Approves recommendations for removal of command and key billet designated status.
- (5) Activates an officer when a commander is WIA or KIA in garrison.

b. VCSA. The VCSA is the approval authority for the following COL's actions:

- (1) Activation of an officer when a commander is WIA or KIA in a war zone.
- (2) Re-slates (LTC and COL CSL command and key billet).
- (3) Deferments (operational, personal, admin).
- (4) Notification of unslated principal status (selected for a command or key billet but no position is available).
- (5) By-passing an officer on a command list. The VCSA may authorize by-passing any officer on a command list, provided such decision is in the best interests of the Army.

c. DCS, G-1 (or his designee, the DMPM).

- (1) For the ACC, exercises general staff supervision over the CSL System and actual length of command/key billet tours (see AR 600-20). For USAR, also see AR 140-10, AR 140-30, AR 135-18, AR 135-382, and DA Pams 600-3 and 600-4.
- (2) Responsible for convening, conducting, recessing, and processing results of CSL boards.
- (3) Establishes eligibility criteria for centralized command/key billet selection for the ACC.
- (4) Establishes selection criteria for the CSL for the ACC.
- (5) Processes command/key billet board results for CSA approval.

(6) Approves recommended command/key billet slates when CSA delegates authority

(7) Approves curtailments and extensions in command/key billet, when CSA delegates authority. (e.g., such authority was delegated to the DCS, G-1, in MILPER Message 07-272).

(8) Approves early activation of commanders/key billets (in the same command or key billet category prior to the release of the slate for AC, ASCC, and DRU review.

d. TSG. (AMEDD commands only).

(1) Establishes selection criteria for the AMEDD CSL.

(2) Maintains the AMEDD CSL, reviewing it periodically and approving recommended additions or deletions as necessary; approves new AMEDD command categories or changes to competitive groupings for both positions and individuals.

(3) Designates the command category for units added to the AMEDD CSL.

(4) Establishes length of command tour for AMEDD Competitive Category positions under AMEDD command and control.

(5) Establishes eligibility criteria for AMEDD centralized command selection in coordination with DCS, G-1.

(6) Approves recommended AMEDD command slate.

(7) Approves deferrals from AMEDD centralized command.

e. CG, HRC.

(1) Maintains the CSL for ACC, reviewing it periodically and approving recommended additions or deletions as necessary.

(2) Designates command/key billet categories for ACC units/positions added to the CSL.

(3) Forecasts vacancies to be filled by annual FY CSL boards.

(4) Assumes responsibilities as delineated in Chapter 2 of this SOP.

(5) For LTC actions, executes the following:

(a) Recommends command/key billet slates for CSA approval.

(b) Approves Army Command (ACOM), ASCC, DRU reslate requests.

(c) Approves deferrals from ACC centralized Commands/key billets.

(d) Activates officers from the centralized selection alternate command/key billet list to fill unprogrammed vacancies.

(e) Determines which selection list an officer will remain on if two or more centralized selection boards list him/her as a principal.

(f) As necessary, issues requests for orders effecting command/key billet assignments.

(g) Forwards requests for extensions or curtailments of command/key billet tours (beyond the 60-days or less authority of ACOM, ASCC, DRU Commanders) through the DMPM and DCS, G-1 to the CSA, (CSA has delegated this authority to the DCS, G-1),

(h) Forwards requests for early activations through the DMPM for DCS, G-1 approval (prior to ACOM, ASCC and DRU review of the slate).

f. The CAR or the CG, USARC, as appropriate.

(1) Establishes eligibility and selection criteria for USAR centralized command selection.

(2) Approves recommended command slates and deferrals as the final selection authority.

(3) Determines which selection list an officer will remain on if two or more centralized selection boards list the officer as a principal.

g. Director, Senior Leader Development (SLD).

(1) In coordination with CG, HRC, maintains oversight for all COL level CSL actions.

(2) Provides recommended COL ACC CSL additions and deletions to CG, HRC as a member of the Command Selection List Review Board (CSLRB).

(3) Provides recommendations on new COL ACC command and key billet categories or changes to competitive groupings to CG, HRC.

(4) Provides approval/disapproval recommendations on deferrals from COL Army Competitive Category centralized command or key billet to CG, HRC.

(5) Recommends COL ACC Command/key billet slates through CG, HRC for CSA approval and recommend ACOM reslate requests to CG, HRC.

(6) Activates officers from the centralized alternate command/key billet list to fill unprogrammed vacancies where no alternate is by-passed (CG HRC retains activation authority for by-passing officers on the alternate list).

(7) As necessary, provides special instructions to the CSL command/key billet board MOI through HRC Command Branch, to G-1, DMPM.

(8) Processes extensions/curtailments of command tours (beyond the 60-days or less authority of ACOM Commanders) through CG, HRC, DMPM and DCS G-1 to the CSA for approval, unless approval authority is delegated to the DCS, G-1.

(9) Processes requests for early activations and cross slating through CG, HRC, and DMPM for DCS, G-1 approval.

#### 10-4. Policy.

a. Command and Key Billet Positions.

(1) The goal of the centralized selection system is to select the best-qualified officers to command Soldiers and serve in key billets.

(2) CG, HRC has authority to designate ACC TOE and TDA units and positions meeting DCS, G-1 established selection criteria at paragraphs 10-14 and 10-15 as select positions. TSG has the authority to designate TOE and TDA units setting selection criteria for AMEDD centralized command positions

established by TSG. When designated as centralized command positions, these positions will be added to the CSL. ACC, ASCC, and DRU commanders will submit requests to add or delete units or key billets from the CSL directly to CG, HRC or OTSG as appropriate. Provisional units will normally not be command designated. TOE battalions and brigades will usually be command designated. CG, USARC or the CAR as appropriate, has the authority to designate selection objectives for the number of command position vacancies identified for fill by USAR AGR or non-AGR officers.

(3) If a request to add a unit to the CSL is approved, the ACC, ASCC, or DRU commander will establish a date on which an officer selected under the centralized selection system will assume command/key billet.

(4) HRC and OTSG will review the ACC CSL and make additions and deletions as necessary.

(5) CG, HRC and OTSG will place ACC command/key billet positions in the appropriate command/key billet category after a review of unit position coding, unit mission, and responsibilities of the commander.

(6) CG, HRC, will distribute ACC LTC/COL Branch Immaterial Commands (O1A) for each designate's MFE, OS, FS division command/key billet board.

(7) All officers who are eligible can compete for all available COL-Level Generalist Institutional commands. For the USAR, it is a voluntary application process for non-AGR officers and a mandatory process for AGR officers. Additionally, commensurate travel restrictions apply for the non-AGR officer, in that officers cannot be assigned to any available command position if they did not apply for the position or agree to be considered for any unfilled vacancies.

(8) CSL Tour Lengths (CSL Commands/Key Billets) are 24-months in length. To receive command or KB credit, the officer must serve at least half of the designated tour. Exceptions to the 24-month tour length are as follows:

(a) OCONUS unaccompanied commands not designated as a critical command will be 12-month tours.

(b) US Army Recruiting Commands (USAREC) are 24-month tours; however, under the 2+1 program, effective for FY07 CSL commanders and beyond, CG, HRC may approve a one-year extension if serving commander consents to the extension, ACOM, ASCC, DRU supports request, and if the officer's career timeline supports.

(c) COL level Engineer District Commands are 36-month tours.

(d) Joint Command Positions on the Joint Duty Assignment List (JDAL) are 36-month joint tours.

(e) TRADOC Systems Managers (TSM) have been removed from the CSL effective the FY07 board. CSL designated officers currently in FY05 and FY06 commands are required to complete their 36-month tours.

(f) IMA COL level Garrison and AMC COL level Depot and Arsenal Commanders COL level Garrison Commanders may curtail their 36-month tour to 24-months with the approval of both their ACOM, ASCC, DRU Commander and the CG, HRC under the 3-1 Garrison Command Program. 2+1 Program is still used for tour restricted areas (Republic of Korea (ROK)).

(g) IMA LTC level Garrison Commanders may extend their 24-month tour to 36 months with the approval of both their ACOM, ASCC, DRU Commander and the CG, HRC, under the 2+1 Garrison Command Program. Under the 2+1 program, officers must request the extension for an additional year prior to the convening of the LTC command boards.

(h) Military Entrance Processing Station (MEPS) commands are 36-month tours.

(i) Lifecycle manned (LM) units are normally 36-month tours, but may be modified as operations dictate.

(j) Command Tenure for USAR non-AGR COL level commands is three years and for the Military Intelligence Detachment (Strategic) (MIDS) command positions tenure is 48 months. For USAR AGR COL level, LTC level, MAJ level, and CPT level tenure is 24 months.

(k) Cross-Category Reslates. After the CSL results are released and after the CSL slated has been approved, there may be situations that require a cross-slate action. Cross-slating occurs when units deactivate and/or when principals are deferred and the officer is not able to go into a command in the category that he/she was initially selected. Cross-slates occur only after the results and the CSL slate are approved and released; therefore, any action that occurs prior to the approval and release of board results and the CSL slate constitute changes to the board results, which require CSA approval.

b. Eligibility.

(1) Basic branches, AMEDD and Army Acquisition Corps officers are eligible for centralized select list command/key billet positions provided the respective proponent(s) allocate(s) the billet (structure) for the CSL position. Functional areas may compete for CSL commands and key billets, but only for positions coded for the FA. FA will not compete for branch immaterial positions (01A, such as garrison, recruiting). The Army has provided specific education and training for FA officers, which requires these officers to serve within FA coded billets. For the USAR, officers must be qualified in the basic branch of the unit prior to assuming command by having completed the appropriate branch CCC, or its equivalent, or having been designated the applicable AOC based on experience in previous branch assignments. All AMEDD officers must also meet the requirements of AR 140-10, Chapter 2, section V, current policy guidance, and the Leader Development Action Plan IAW DA Pam 600-4. AGR officers in the specialty branches of Chaplain or Judge Advocate General are not eligible.

(2) Officer eligibility criteria apply equally to male and female officers. Female officers will be considered for all command/key billet positions within their functional categories except where prohibited by the Army policy governing the assignment of women. To be eligible for selection for a COL-level command/key billet designated position, officers must be a COL or promotable LTC. For USAR, non-AGR officers competing for Troop Program Unit (TPU) COL level commands may also be in the rank of LTC with a minimum of two years time in grade as of the end of the month and year in which the projected vacancy occurs. Non-AGR LTCs considered, but not selected by a previous mandatory RC Colonel Promotion Board, are not eligible. Officers must be in the grade of LTC or MAJ(P) to be eligible for LTC command/key billet selection. Officers who complete less than one half a normal command tour through no fault of their own will normally be assigned to another command position in the same category.

(3) AMEDD Commands (AC Only). AMEDD officers are eligible to compete for command IAW the MILPER message published for each command selection board. AMEDD officers must "opt-out" of the board if they do not wish to be considered. Prior to the AMEDD command selection board, officers may decline command consideration in a particular command category without prejudice to their consideration in other competitive groupings. The declination is only effective for the single year under consideration by the selection board. However, once the selection board convenes, officers may decline command with prejudice and be eliminated from consideration for all future commands. There is no grace period from the release of the command selection list.

(4) Except for AMEDD (discussed in paragraph 10-4b(3)) and AAC (discussed in chapter 13), to be eligible for command consideration, officers must not have:

(a) Commanded a CSL unit or served in a CSL key billet at the appropriate level. This criterion includes officers who commanded as a COL or LTC in a COL command/key billet designated position

and officers who commanded as a LTC or MAJ in a LTC command/key billet designated position for a period exceeding 4 months in combat, 12 months of the normal command tour in CONUS and long tour areas, or 5/6's of the 24 month short tour. Exceptions to this policy are centrally selected principals who may be awarded constructive credit for command by CG, HRC, if they previously commanded a unit in the same category for at least 12 month normal tour length after the unit was added to the CSL. The CG, HRC will make an assessment of the scope of any mission change, any change in number of subordinate commands, changes in equipment or personnel within the commands, and other pertinent factors in considering whether to grant CSL command credit or not. If the CG, HRC believes that CSL credit should be granted, he will seek the concurrence of the appropriate AC, ASCC or DRU commander. Cases that are not in consensus will be forwarded through the DMPM to the DCS, G-1 for decision.

(b) Been selected as a principal command/key billet designee by a prior COL or LTC-level selection board except officers who have been removed from a previous command list and who are still eligible for consideration (removal/reconsideration should be distinguished from deferral/revalidation).

(c) ACC Only. Declined to be considered for command/key billet prior to the convening of respective boards. Declinations of consideration must be submitted via the electronic command preference statement or made in writing to the appropriate personnel career manager in HRC IAW published MILPER message. This declination is effective only for the command year being considered and can be revoked upon written request by the officer up until one week prior to the convening date of the board.

(d) Declined such command/key billet with prejudice at the COL or LTC level when selected as a principal or if activated for command/key billet as an alternate. Officers declining command/key billet with prejudice at the LTC level are eligible for consideration at COL level.

(e) Been relieved for cause from centrally selected command/key billet at level for which competing.

(f) Submitted a retirement application to DA.

(5) Officers must meet the following criteria to be eligible for AMEDD command consideration.

(a) Be in grade LTC(P) or COL for COL-level command or MAJ(P) or LTC for LTC-level command.

(b) Not have submitted a retirement application to DA.

(c) Not have a mandatory retirement date prior to the date announced in HRC zone message for the AC or in the notification memorandum for the RC.

(d) Not have been relieved for cause from centrally selected command at level for which competing.

(e) Medical Corps officers must be board certified in their specialty. Dental Corps officers must be board eligible and/or board certified in their specialty.

(f) Not have commanded at the level for which being considered.

(g) Not have declined command at the level for which being considered.

(h) Not be currently enrolled in long-term civilian training unless training is to be completed prior to the year the officer would normally assume command.

(6) ACC and AMEDD COLs will be eligible for consideration until completion of 27 years AFCS (as of 1 October of FY for which selections are made). ACC and AMEDD LTCs will be eligible until completion of 23 years AFCS as of 1 October of the FY for which selections are made).

(7) Only aviators possessing an aviation specialty and meeting medical standards will be considered for aviation command.

(8) USMA academy professors (appointed UP AR 210-26, paragraph 1-27) and permanent professors are not eligible for command consideration.

(9) Announcement that a CSL selection board is scheduled to convene will be released by CG, HRC through worldwide message. All eligible officers will be considered unless consideration is specifically declined on the electronic preference statement or in writing to HRC prior to the board convening date.

c. Declination of Consideration (AC Only). Prior to centralized selection board, officers may decline consideration in a particular command/key billet category without prejudice to their consideration in other competitive groupings. This declination remains in effect for the command year being considered unless revoked in writing by the officer prior to the convening date of the board.

d. Declination of Command/Key Billet.

(1) Once notified of selection on the command or key billet list (principal or alternate) officers may decline command or key billet by submitting written declination through the first general officer in their chain of command to CG, HRC (ATTN: Appropriate Career Management Division). In an effort to clearly establish a commitment on the part of every officer who elects to compete, and to reduce the turbulence on the officer corps that declination after selection causes, HRC rescinded the option for officers to decline selection without prejudice within the first 30 days of release of a selection list. This means that the officers may no longer compete for command at that level.

(2) Officers on the released CSL (principal or alternates) who subsequently have an approved retirement will be required to either withdraw their approved retirement or adjust their retirement date NLT 6 months prior to the Projected Change of Command Date (PCOCD) for their command or key billet and throughout their timeline for command or key billet. If a principal or alternate CSL-select has no intention of commanding or becoming a key billet leader, then that officer is required to submit a declination of command or key billet NLT six months prior to the PCOCD or assumption of key billet position. If the officer does not submit a declination of command or key billet, does not withdraw their retirement, or does not submit an adjusted retirement date by the specified suspense date, then the CSA reserves the right to administratively remove the officer from the CSL to allow for the activation of an alternate for the CSL position.

(3) USAR declinations. Approval authority for requests by USAR officers to decline command is the CAR or CG, USARC as appropriate. Declination requests for AGR officers will be approved for genuine hardship only. Non-AGR officers may decline command by submitting written declination through CG, Regional Readiness Command or CG, DRC, as appropriate, to CG, USARC (AFRC-PRP-O). Officers declining command within 60 days of the release date of the command selection board results decline without prejudice. After that date, officers declining command will decline with prejudice, except for AMEDD as previously noted.

e. Deferral from Command/Key Billet and Removal from CSL.

(1) General. Individuals selected as principals for CSL command and key billets who for the needs of the service, or other cogent reasons cannot assume command/key billet during FY for which selected, will be deferred from command/key billet. The appropriate HQDA centralized selection board will revalidate previously deferred officers during the next scheduled CSL board series.

(2) Requests for deferrals will be initiated as follows. For all deferments, officers requesting a command/key billet deferment within 60 days from the official slate release date to remain deferred principals if deferment is approved. If request is received after the 60 days period, officers will not be deferred principals, but will be allowed to recompute for command/key billet in their next eligible year if the officer's deferment will be approved. Disapproved deferments will be treated as a declination with prejudice.

(a) Operational deferral. When a command determines that an officer selected for command/key billet is essential to the accomplishment of a task or mission, the command will submit request for operational deferral through command channels to CG, HRC. For AMEDD officers, CG, HRC will process final action on deferral requests after receiving approval from TSG.

(b) Personal deferral. If an officer selected for command/key billet is unable to assume command/key billet because of a personal or compassionate reason, he/she will submit a request for personal deferral through command channels to CG, HRC. For AMEDD officers, CG, HRC will process final action on deferral requests after receiving decision approval from TSG.

(3) Administrative deferral. Normally officers will command or serve in the key billet in the FY for which they were selected. However, when CG, HRC, determines that an officer selected for command/key billet is not available to assume the position for administrative reasons (e.g. meeting minimum on-station requirements, Joint Duty, force structure changes, etc.), the officer may be administratively deferred. For AMEDD, HRC will coordinate with TSG. HRC will notify deferred officers in writing.

(4) Deferrals pending resolution of adverse/flagging action. The CG, HRC may defer an officer for cause based on receipt of derogatory information questioning the officer's qualifications for command/key billet. Deferred officers will be notified in writing. The CG, HRC may revoke deferral action and reinstate the officer on the command/key billet list if, upon further investigation, derogatory information is clearly erroneous, or unsubstantiated. For AMEDD, final determination of an officer's qualification to command will be made by TSG.

(5) A principal whose record is forwarded to a command/key billet review board following a post CSL selection board screening process will remain as a principal on the command/key billet selection list and will be slated pending the determination of the CRB. Officers will not assume command/key billet until a favorable determination is made regarding the CRB. Principals retained on the CSL become unslated principals. Alternates whose records are forwarded to a CRB will not be activated to command or serve in key billet pending final determination of the CRB. Alternates whose records are forwarded to a CRB following a post CSL selection board screen and whose case is still pending at the time that the next CSL selection board convenes, may be eligible to compete in each command/key billet category, unless some other action precludes his/her competition.

(6) Each year regularly scheduled CSL boards review records of all officers in a deferred (either operational, personal, or administrative) status to determine if there has been a material change in performance or potential. Examples of material change include but are not limited to:

- (a) Record of punishment under UCMJ.
- (b) Receipt of letter of reprimand.
- (c) Receipt of referred report as discussed in AR 623-3, paragraph 3-34.
- (d) Marked decline in performance.

(7) If a centralized selection board recommends revalidation of an officer's centralized selection designation status, the officer's name will be placed at the top of the rank order recommended list (in alphabetical order if more than one officer is involved) in the category for which first selected or activated (for alternates activated and deferred). The revalidation of an unslated principal is valid for 12 months or

until the next CSL board. An officer cannot retain an unslated principal status through multiple centralized selection boards. In unusual cases (e.g. a command/key billet category is eliminated), the board MOI may direct that the board reassign the deferred officer to another category for which he is best qualified.

(8) If the board recommends removal of CSL designated status, it will forward recommendation with documentation through DCS, G-1 to the CSA for approval. If approved by the CSA, CG, HRC will notify the officer in writing. The officer may be considered for centralized selection by subsequent CSL boards if he/she remains otherwise qualified.

f. Designation, Slating, and Assignment of Principals and Alternates.

(1) Designation. HRC will validate projected position vacancies each FY. Selectees will be confirmed as principal or alternate command/key billet designated officers. Confirmation will be based upon selectee's standing on the rank order list and number of projected vacancies. An officer may be designated as a principal in only one category. A principal will not be selected for alternate status by the selection board. The board may designate an officer as an alternate in more than one category.

(2) Slating.

(a) The fundamental tenet of the slating process is to support requirements of the Army IAW the CSA's annual command guidance.

(b) After release of an approved command/key billet selection list, HRC will formulate a proposed command/key billet slate for CSA, or TSG approval.

(c) Following approval of the proposed slate, principal and alternate command/key billet selectees will be notified in accordance with the following procedures.

(3) Procedures.

a After the CSA approves the CSL slate, ACOM, ASCC, DRU and Joint Activity Commanders will be given three calendar days to review and notify HRC of concurrence or nonconcurrence (with justification for nonconcurrence). The slates are considered close-hold until the CSL slate is released to the field. As of March 2008, the CSA approved all CSL selection lists and slates (COL/LTC) beginning with FY10 will be forwarded at the same time so that officers learn of their selection and slate location simultaneously.

b After final coordination of all ACOM, ASCC, DRU slates, HRC will designate a date when the AC, ASCC, DRU with command/key billet vacancies will notify slated officers of specific unit and assumption of command/key billet dates. No slating information will be released prior to designated notification date.

(d) Activation of Alternates.

1 When a vacancy occurs for which a principal is not available, CG, HRC will activate the first available rank-ordered qualified alternate from the appropriate alternate list. If CG, HRC (with approval from TSG for AMEDD) determines that the first rank-ordered alternate designee is not qualified for a particular type unit, the officer will not be activated and his/her status will remain unchanged. That is, prospective designees who are not activated because they lack certain qualifications will not become unslated principals or designated principals and deferred. However, they will be considered again in same rank-order sequence for the next command/key billet vacancy occurring in CSL category for which previously selected. If an alternate declines CSL-C or CSL-KB, then he or she declines with prejudice, is not activated, and is no longer eligible to compete for future CSL positions at that level. Activated alternates may not defer command/key billet.

2 The new FY alternate list will take effect at the beginning of the respective FY (e.g., the FY07 list will be effective 1 October 2006 through 30 September 2007). If a current alternate is selected as a principal on the subsequent list, he or she will be removed from the previous year's alternate list effective upon the CSA's approval of the centralized selection list.

(e) After recommended slates are released to the AC, ASCC, DRUs, slated principals, if available, will fill command/key billet positions for which slated whether positions are available earlier or later than programmed and regardless of whether the change creates the vacancy in a different FY.

(f) Unless deferred, all principal command/key billet designated officers will be programmed for a command/key billet assignment during year for which selected. Officers who have been selected and programmed for command/key billet will not be diverted from positions by the AC, ASCC, DRU commander without coordination with CG, HRC.

(g) Command/key billet designees, announced to the field in the Annual CSL selection board results package, who are slated to command/key billet designated positions that are eliminated (under conditions that preclude completion of usually 12 months of a 24 month command/key billet tour, or 10 months of a 12 month short tour) become unslated principals and are slated for the first available command/key billet in their category for which qualified or are deferred and revalidated by the next scheduled centralized selection board.

(h) Command/key billet designees who because of medical problems involving them or their immediate family are unable to assume command/key billet or complete one half of a command/key billet tour normally will be slated for another command/key billet of the same CSL category if the medical problem is eliminated within the same FY for which selected to command or serve in a key billet or for officers who have already assumed command or key billet, if medical problem is eliminated within 12 months. The officer has the option to be deferred and revalidated for the same CSL category or they may compete for selection in another CSL category. Officers cannot be revalidated for a CSL category on a subsequent centralized selection board they did not compete in; however, the Director, OPMD, may request revalidation into an alternate command category through DMPM, due to the officer's medical condition.

(i) HRC will activate alternates for command/key billet positions if a principal is not available.

(j) Officers who are alternate designees in more than one category will be deleted from other alternate lists when activated.

(k) Curtailments/Extensions – Approval authority for curtailments and extensions to the established tour lengths is as follows:

1 Division Level Commanders (MG and above), in coordination with CG, HRC, may approve curtailments/extensions of command tours up to 30 days.

2 AC, ASCC, DRU Commanders, in coordination with CG, HRC, may approve curtailments/extensions of command tours for 31 to 60 days.

3 The CSA is the approval authority for all curtailments/extensions of 61 days or more. This authority is currently delegated to the DCS, G-1.

4 No officer will be curtailed or extended until coordination action is complete. Once approval is coordinated through the appropriate agency, the CG, HRC (AHRC-OPB-D), will notify affected commands that the curtailment/extension action has been approved.

(l) Early Activations. Approval authority to activate a CSL principal early (e.g. from one FY to another), is DCS, G-1. (Prior to ACOM, ASCC, DRU Review).

(m) Cross-category reslates.

10-5. Selection Process.

a. General. The centralized selection process begins when HRC prepares rosters of officers eligible to compete for selection for command/key billet in the upcoming FY. Centralized selection boards will be convened to independently review records of all eligible officers and to prepare rank-ordered lists of selectees in accordance with the MOI from the CSA or SA (for AMEDD), as appropriate.

b. Centralized Selection Boards. For basic branch officers, separate COL and LTC boards will be convened for Maneuver, Fires and Effects, Operations Support, Force Sustainment, and Key Billets Competitive groupings for each board are as shown in the zone message and MOI. CSL Command and Key Billet Categories include Operations, Strategic Support, Recruiting and Training, and Installation. In the event of inconsistency between the zone message and MOI, the MOI is in effect. For MC, DC, VC and MS officers, separate COL and LTC boards will be convened.

c. Special Mission Units. (Classified procedures apply.)

10-6. Selection Board Procedures. See Chapter 4.

a. Membership. Membership requirements will be determined by the DCS, G-1 or his designee. For the AMEDD Competitive Categories, membership requirements will be coordinated with TSG or his designee.

b. Conduct of the Board. Except as otherwise authorized by the SA (or as delegated):

(1) Officers eligible for command/key billet selection will not be authorized to appear in person before the selection board. They may, however, write a letter to the president of the appropriate selection board concerning important items that may influence the selection process.

(2) Command/key billet selection board recommendations will be IAW instructions contained in the MOI.

(3) Each board will prepare a rank-ordered listing for each command/key billet category.

(a) Basic branches and select functional areas. A principal selectee may be designated in one command or key billet category only. An officer can be designated as alternate in more than one command/key billet category and be activated from the alternate list that provides the earliest opportunity. Upon activation, the officer's name is deleted from other alternate lists.

(b) AMEDD. AMEDD officers may be selected as principals in only one command category. AMEDD officers may be selected as alternates in more than one category but upon activation as a principal, will be removed from the alternate list of other categories.

(c) Deconflicting Board Results. When an officer is selected as a principal on two or more rank-ordered lists prepared by different boards, the CG, HRC, will designate the officer as a principal in the command/key billet category for which the officer is best qualified.

(4) When the board has completed its deliberation and has prepared its report, it will forward the recommended lists (principal and alternate) through DCS, G-1 to the approving authority.

(5) Upon CSA approval, HRC will be notified to release the command/key billet slates.

10-7. Promotion to Colonel.

a. As a matter of Army policy (AR 600-20, para 2-5e(4)), a battalion-level command or LTC key billet normally will not be held by a COL. If a promotable LTC serving as a battalion commander or in a key billet position has a projected promotion date occurring during the command/key billet tour, AC, ASCC, DRU commanders will schedule a change of command/key billet date as close as possible to the projected promotion date of the officer. Coordination between the AC, ASCC, DRU commander and HRC is vital to ensure timely planning for the change of command/key billet with keen regard for unit readiness and availability of the replacement.

b. In exceptional cases where the change of command/key billet would adversely affect significant operational requirements, the AC, ASCC, DRU commander will submit a request to CSA for exception to the policy that serving COLs will not occupy battalion level command or LTC key billet positions.

10-8. AMEDD Commands. TSG, in coordination with CG, HRC, will develop the AMEDD command slate.

10-9. Precommand Training. Precommand training is mandatory. Requests for waivers must be submitted through CG, HRC, and DMPM to Director of Training, DCS, G-3. COL and LTC command designees will attend this training before, but when not possible, NLT 90 days following change of command date.

10-10. Orders. CG, HRC will issue requests for orders to affect PCS associated with command/key billet assignments. For unprogrammed vacancies, HRC will provide officers at least 60 days to affect PCS.

10-11. Administrative/Material Error. CG, HRC or his designee has authority to refer the record of an officer to a centralized selection board even though the officer has exceeded years of service criterion for eligibility (provided he/she is otherwise eligible) in the following instances.

a. Administrative Error. When an officer's record should have been seen by a command board but was not because of administrative error.

b. Material Error. When a centralized selection board considered and did not recommend for selection an officer whose record contained material error.

c. Upon request by an officer for any other reason as approved by CG, HRC or his designee.

10-12. Post Board Screening Process.

Command/key billet selectees will be slated to a command/key billet, but not allowed to assume command/key billet until favorable completion of post board screening procedures. If during the post board screening process, an officer receives a referred OER or AER, the officer will be referred to a CRB and does not have to go before the GORB (per chapter 5). Other adverse information must go before a GORB.

10-13. Background and Definitions.

a. Background. In 1998, the Army transitioned from the Command Designated Position List (CDPL) to the Command Selection List (CSL). In 2004, the Command Selection List transitioned to the Centralized Selection List (CSL) to account for the addition of centrally selecting key billets. Under the CSL, LTC and COL level commands and key billets are grouped and selected in five separate categories: Operations, Strategic Support, Recruiting & Training, Installation, and Key Billet. LTC and COL key billets fall under a separate category.

b. The Army's definition of command has evolved to better serve the needs of the institution and the officer corps. At its core, "command" is fundamentally about leading Soldiers and preparing them to fight and win our nation's wars, while managing the Army's limited resources with recognition of the vital role that many organizations have in supporting our war fighting Army. In general, "command" encompasses

the authority and responsibility for the unit mission, property, and personnel. The division of CSL commands into three categories is a recognition of the diversity of the CSL and is intended to provide officers more choice in the CSL process, while leveraging an officer's background and experience to better serve the Army. Given the diversity of the CSL, definitions and criteria are provided for each CSL category. Each unit should be analyzed in its entirety and evaluated against the command category criteria.

c. Definition of Command. IAW AR 600-20, dated 7 June 2006, command is exercised by virtue of office and the special assignment of members of the United States Armed Forces holding military grade who are eligible to exercise command. A commander is, therefore, a commissioned or warrant officer who, by virtue of grade and assignment, exercises primary command authority over a military organization or prescribed territorial area that under pertinent official directives is recognized as a "command."

#### 10-14. CSL-Command (CSL-C).

a. Operations Command Category. Battalion and brigade sized units, expeditionary in nature and deployable world wide with approved TO&E, joint organization and special mission units (SMU) providing the fighting power available to combatant or joint task force commanders with a primary mission to deploy to a theater of combat operations. Contact with hostile enemy is probable (may become involved in military actions, operations, or hostilities against an enemy of the United States or against an opposing military force).

b. Strategic Support Command Category. Battalion and brigade sized units, mainly approved TDA units focused on providing support such as analysis, intelligence, communications, materials, medical, logistics, and technology to a theater. These commands conduct actions in a garrison environment supporting the warfighter or trainer CONUS or OCONUS, primarily fixed-site and non-deployable and may have subordinate unit slices that deploy to a theater of combat operations. The entire unit will typically not deploy to a theater of combat.

c. Recruiting and Training Command Category. Focused on generating Soldiers into conventional and special mission units of the US Army and sister services, typically TDA organizations that support the training of units from the Army and sister services. They are typically fixed-site and non-deployable as an operational unit.

d. Installation Command Category. Support tenant units or activities in a designated geographic area by organizing, directing, coordinating, and controlling installation support and service activities. They are TDA organizations, both CONUS and OCONUS, dedicated to supporting and protecting military personnel, retirees, civilians, and their families. They are accountable for critical mission areas such as; mobilization, public works, real property management, and local civil authorities/host nation support.

#### 10-15. CSL-Key Billet (CSL-KB).

a. Definition. A key billet is a duty assignment at the LTC or COL grade (or civilian equivalent) requiring specific, highly developed skills and experience, that is deemed so critical to a unit's mission that an officer is selected for assignment by HQDA (examples. division G-1, G-2, and G-6). Exercises judgment and recommends actions to the commander (division and higher). Principally manages resources and oversees processes that operate in a leadership environment. Will not be branch immaterial.

##### b. General Categories.

(1) General Staff. Officers centrally selected by HQDA to perform as primary and special staff officers at the division level or 2-star command equivalent. They serve as principal advisors to the commanding general and chief of staff.

(2) Director. Officers selected by HQDA based on their specific skills and experience to execute duties as a director who manages resources and the complexity of an organization.

d. Requests for Key Billets. ACOM, ASCC, DRU Commanders may submit requests for key billets to CG, HRC. Of paramount concern is the standardization of key billets across the Army.

10-16. The command and key billet categories for ACC (MFE, OS, FS), AMEDD, and AAC are listed in the latest CSL Command and Key Billet Board MILPER Messages. These categories are regularly maintained and updated at the HRC, Command Management Branch website (<https://www.hrc.army.mil/site/protect/Active/opfamdevbr/CMDGRMAINPAGE.htm>)

## CHAPTER 11

### SENIOR SERVICE COLLEGE (SSC) AND ARMY WAR COLLEGE DISTANCE EDUCATION PROGRAM (AWCDEP) SELECTION PROCESS

11-1. Purpose. To delineate responsibilities and establish policies and procedures regarding SSC/AWCDEP selection process.

11-2. Scope. This chapter applies to AC and RC officers competing for selection for resident SSC and AWCDEP. ARNGUS will conduct their own board for SSC & AWCDEP.

11-3. Responsibilities.

a. DCS, G-1 (or his designee, the DMPM).

- (1) Exercises general staff supervision over the SSC selection process and related policies.
- (2) Responsible for convening, conducting, recessing, and processing SSC selection board results.
- (3) Coordinates with DCS, G-3 and HRC Leader Development Division for SSC quotas including those for special branches and the ACC. Also coordinates with OCAR and HRC-STL for USAR quota allocation and available resources.
- (4) Establishes eligibility and stability criteria for attendance at SSC.
- (5) Processes SSC selection board recommendations for SA or CAR approval as applicable.
- (6) Approves recommended school assignment slate for SSC, coordinating with AAE, TSG, CCH, and TJAG for special branch officers prior to approval. May be delegated to the CG, HRC.

b. DCS, G-3.

- (1) Institutional Training Division (DAMO-TRI) provides annual quotas for all SSC courses.
- (2) Strategic Plans, Concepts and Doctrine Division (DAMO-SSP) provides input to DCS, G-1 concerning the SSC Fellowship Program.

c. TJAG and CCH.

- (1) Provide files of eligible officers for consideration by SSC selection board for JA and CH quotas.
- (2) Coordinate with DCS, G-3 and DCS, G-1 for SSC quotas.
- (3) Coordinate slating JA and CH officers selected for SSC.
- (4) As appropriate, activate JA and CH officers to fill vacancies created by declinations of JA and CH selectees.
- (5) Issue requests for orders for JA and CH officers selected for SSC.

d. TSG.

- (1) Coordinates with DCS, G-3 and DCS, G-1 for SSC quotas and determines allocations.

- (2) Coordinates preparation of MOI with DCS, G-1.
- (3) Coordinates slating for each AMEDD corps for SSC.

e. CG, HRC.

- (1) Coordinates annual zone message and announces convening of SSC selection board and any administrative procedures.
- (2) Assumes HRC responsibilities associated with Chapter 4 of this SOP.
- (3) Approves deferrals from SSC. Approves waiver requests for eligibility.
- (4) Activates alternates, as required, IAW DCS, G-1 approved slating guidance.
- (5) Approves requests for transfer from one SSC to another in coordination with the DAMO-TRI and/or DAMO-SS.
- (6) Approves school assignment slates for SSC. (May be delegated to Director, OPMD).
- (7) Issues request for orders for officers selected (except for JA and CH officers).
- (8) Slates for USAR officers approved by the CAR.
- (9) Approves requests for exception to policy to eligibility criteria for ACC and special branches, and for USAR.

f. Chief, Army Reserves.

- (1) Establishes eligibility criteria, selection requirements, and approves the MOI for USAR officers. The DMPM is authorized to amend the MOI as necessary.
- (2) Approves Board results and MOIs for USAR officers.
- (3) Approval authority for declination/deferment requests managed by the HRC for LTCs and the Senior Leader Development Office (SLDO) for COLs.

11-4. Basic Policies.

a. Eligibility.

- (1) To be eligible for SSC selection an officer must:
  - (a) Be a LTC or COL on the date the board convenes. For the USAR, DOR consideration for LTC will be annotated in the MOI.
  - (b) Officers will be in the grade of LTC or COL with a minimum of 12 months date of rank as a LTC 30 days prior to convene date of the boards. (For USAR officers, the MOI will indicate the Mandatory Removal Date (MRD) restrictions). Must have completed no more than 25 years (300 months) of active commissioned service as of one month prior to convene date.
  - (c) Have MEL 4 credit.
  - (d) Not have an approved retirement date.

(e) Not have attended, received credit for attending, or declined attendance to a resident SSC, SSC fellowship, or equivalent foreign school.

(f) Not be designated as a academy professor (appointed UP AR 210-6, paragraph 1-27) at the USMA. This exclusion is applicable to USMA Permanent Professors.

(g) Not have disenrolled or been dropped from the AWCDEP.

(h) Must have completed no more than 25 years (300 months) of active federal commissioned service (AFCS) as of one month prior to convene date of the board. Eligibility for JAGC officers who have participated in the funded legal education program can be extended for an additional 36 months beyond the limit of 300 months of active federal commissioned service.

(i) Chaplains, JAGC, and AMEDD (Medical Service Corps, Nurse Corps, and Medical Specialist Corps) officers must have completed a minimum of 16 years (192 months) active federal commissioned service, and be in the rank of lieutenant colonel or colonel as of the convene date of the board. Medical, Dental and Veterinary Corps officers must have completed 12 years (144 months) active federal commissioned service as of the convene date of the board.

(2) Other than Regular Army officers will remain eligible for SSC consideration provided they meet all other eligibility criteria and will not reach their MRD from AD prior to graduation from SSC and completion of a two-year ADSO.

b. Exception to Policy for Eligibility Criteria. An officer may request an exception to policy for eligibility criteria. For example, an officer who is a Recall to Active Duty and is assessed on the ADL or RASL, may request an exception to policy to the maximum active commissioned service. The CG, HRC is the approval authority for exceptions to policy to eligibility criteria.

c. Availability. All eligible officers will be considered by the selection board without regard to availability.

d. Service Obligation. Officers selected for attendance at a resident SSC or the AWCDEP will incur an ADSO of 2 years upon termination of attendance at or graduation from a SSC. USAR AGR officers must be able to fulfill a two-year active duty service obligation upon graduation from a resident or non-resident SSC (AWCDEP) and Non-AGR officers must be able to fulfill a two-year service requirement in the Ready Reserve upon graduation.

e. Attendance. Principals will be expected to attend SSC in the year for which selected except as discussed below.

(1) All officers who have not completed the following minimum TOS requirements will be deferred.

(a) CONUS tour of 12 months.

(b) OCONUS tour of 24 months without ITT.

(c) OCONUS tour of 36 months with ITT, no exceptions.

(2) The following deferrals may be requested through the appropriate career management branch.

(a) Deferral to complete command/key billet tour.

(b) Deferral to complete JDA requirement.

(c) Deferral for operational or compassionate reasons.

(3) Deferrals will not be granted for officers activated from the alternate list. Alternates activated but unable to attend will compete for SSC the next year, if otherwise eligible.

(4) Unless an officer successfully reapplies for deferred status, a deferred principal officer will be a principal selectee the following year subject to favorable review of his/her record.

(5) CG, HRC may temporarily defer for cause an officer on an approved selection list based on request from the field or receipt of information calling into question the officer's qualifications for SSC.

(6) If in a deferred status at the time of the next SSC selection board, deferred principals will be subject to revalidation. The board will determine if there is material change in the officer's performance or potential indicating he/she should not attend SSC. If no change, the board will place the deferred officers in alphabetical order at the top of the selection list. However, if the board recommends revocation of school selection status, it will document reasons and forward recommendation through DCS, G-1 to SA for approval. If approved, CG, HRC will notify the officer in writing of his/her deletion from the list.

(7) Subsequent to deferring an officer for cause, should the CG, HRC receive new information which refutes the original information which caused the deferral, CG, HRC may return the officer to his/her original status at the time the officer was removed from the approved selection list.

(8) Should the CG, HRC discover that an officer previously selected for SSC but deferred is not seen by the next SSC selection board because of an administrative error or oversight, he may, upon a review of the officer's record and a determination that a material and downward change in the officer's performance has not occurred, maintain the officer in a deferred status until such time as the officer is slated for school or the next SSC selection board convenes, whichever occurs first.

(9) Redesignation. Officers who are selected as principals that redesignate out of their branch or functional area after the SSC list results are approved will be removed from the SSC list and permitted to compete in the new branch or functional area during subsequent boards. The vacated principal position will be filled by an officer on the alternate OML from that same functional category.

f. Declination of Consideration. Officers may decline consideration without prejudice by writing CG, HRC (ATTN: Appropriate Career Management Division) and requesting they not be considered for SSC. Declined consideration is only applicable for the current SSC Selection Board. Officers, if otherwise eligible, will be considered by subsequent SSC Selection Boards unless submitting subsequent declarations for consideration. Eligible USAR AGR officers cannot decline consideration as this is a mandatory board process. For Non-AGR officers this is a voluntary application process.

g. Declination of SSC Attendance. Once HRC notifies an officer of selection, he/she may submit in writing a declination to attend SSC. However, submission of declination to attend SSC eliminates officer from future consideration for selection to SSC.

h. Activation of Alternates (AC only).

(1) CG, HRC will activate officers in OML sequence from the effective alternate SSC list. Officers may be moved on an individual basis due to operational or compassionate reasons.

(2) For non-special branch officers, HRC will maintain three alternate OMLs, one for each functional category: Maneuver, Fires, and Effects (MFE), Operations Support (OS), and Force Sustainment (FS). Alternates will be activated by functional category to fill seats vacated by principals who were deferred or who declined from within the same functional category. For example, an Infantry officer who is deferred is replaced by the top officer on the alternate MFE Functional category OML, regardless of branch.

(3) LTCs who do not make the promotion list for COL will not be activated from the alternate list. However, they are given the opportunity to enroll for the AWCDEP (AC only).

(4) Alternates activated to fill vacancies by deferred officers or to fill additional seats received beyond original SSC quotas will be expected to attend as if principals. If an alternate is activated but declines attendance he/she will not be considered for future SSC and will be removed from future eligibility. Activated alternates will not be deferred.

(5) When principals from AMEDD, JA or CH are unable or decline to attend, TSG, TJAG or CCH, as appropriate, will activate alternates. If no alternates are available, HRC will fill vacancy by activating an officer from the OPMD alternate list.

(6) The alternate list will be revoked at the beginning of the academic year (AWC) for which the board made selections.

i. Assignments. HRC will fill SSC quotas with available principal selectees. Factors affecting school assignment are Army requirements, joint requirements, professional development considerations, possible follow-on assignments, PCS costs, and the officer's preferences. USAR officers selected for attendance at the Inter-American Defense College (IADC) must have a mastery of Spanish (preferred), but Portuguese is accepted. These officers must provide documentation of listening and reading comprehension of at least 2/2 on the Defense Language Proficiency Test (DLPT).

j. Transfers. Requests for transfer from one SSC to another prior to enrollment will be sent to the appropriate career management division at HRC. Requests will be honored where possible. Officers assigned to foreign colleges may be transferred only for compassionate reasons.

11-5. Selection Process. Boards will be held on a calendar year basis, normally in April of the year preceding attendance (normally September for the USAR). The selection board will prepare a principal OML and alternate selection lists IAW its MOI, DA Memo 600-2 or DA Memo 600-4 and this SOP. Following SA or CAR approval, as applicable, HRC will publish the list of principal selectees, allow selectees time to state a preference for school attendance and prepare a recommended schooling slate for CG, HRC approval. HRC will coordinate with the AAE/DACM prior to slating AAC officers and with TSG, TJAG, and CCH prior to slating special branch officers. When the slate is approved, HRC, JA, and CH assignment officers will notify attendees and issue requests for orders.

#### 11-6. Selection Board Procedures.

a. Membership. See annually DMPM approved matrices maintained by the Officer Selection Board Policy Branch.

b. Eligibility Roster. HRC Leader Development Division will prepare a roster of eligible officers early in each calendar year and will continually update it to ensure its accuracy. HRC will provide the roster to the SSC selection board members during the convene date of the board.

c. Processing Board Results. When the board has completed its report, it will forward recommendations directly to the HRC Leader Development Division and a copy to ODCS, G-1 Officer Selection Board Policy Branch. ODCS, G-1 Officer Selection Board Policy Branch will process the board results for SA approval.

d. Following approval, HRC will publish the list of principals and following receipt of officer preferences, prepare the SSC assignment slate. HRC assignment officers will notify selectees of school assignment after CG, HRC approves slate. HRC will announce the SSC slate to the field in a worldwide message.

11-7. Administrative/Material Error. CG, HRC or his designee has authority to refer the record of an officer to the SSC/AWCDEP board even though the officer has exceeded YOS criterion for eligibility, provided the officer is otherwise eligible, in the following instances.

a. Administrative Error. When the officer's record should have been seen by the SSC board but was not because of administrative error.

b. Material Error. When a SSC/AWCDEP board considered and did not recommend for selection an officer whose record contained material error.

11-8. Extended Eligibility. Officers may request an extension of their SSC eligibility for either early eligibility (prior to 17 years AFCS) or for continued eligibility (after 25 years AFCS). An example of adequate justification may include, but is not limited to, the fact that previous SSC boards did not consider the officer's entire LTC command (or equivalent) file. The request must be in writing from the officer but does not require chain of command endorsement. DCS, G-1 is approval authority (delegated to CG, HRC).

11-9. Army War College Distance Education Program (AWCDEP).

a. The U.S. AWCDEP operates on a quota system.

b. Eligibility. Same as resident SSC.

c. Service Obligation. Same as resident SSC.

d. ADL Selection Process. The same board which selects for resident SSC will provide in order of merit sequence, names of sufficient number of ADL officers to fill AWCDEP quotas to be filled on a voluntary basis, using the SSC principal and SSC alternate OMLs Applicants who are on the latest COL promotion list will be given priority for enrollment. SSC principals, revalidated deferees, and alternates are eligible for AWCDEP in lieu of resident SSC. If an officer disenrolls once enrolled, he/she will be disqualified from future resident SSC or AWCDEP. AWCDEP quotas are filled by the board for RC officers.

e. Special Branch Selection Process. Sufficient officers from respective special branches will be selected to fill AWCDEP quotas and names of officers will be provided to CG, HRC for integration into the AWCDEP selection list.

f. USAR Selection Process. The same board which selects for resident SSC will provide in order of merit sequence, names of sufficient number of RASL officers to fill AWCDEP quotas. The Officer Selection Board Policy Branch prepares the MOI and processes results for the CAR's approval.

g. ARNG Selection Process. Director, ARNG will convene AWCDEP selection boards to recommend for selection sufficient NG officers to fill AWCDEP quotas. The ARNG writes and approves the MOI and board results for the ARNG. The Director, ARNG, notifies the selected officers.

g. CG, HRC (delegated to Director, OPMD) may approve enrollment in AWCDEP for officers in the grade of COL or LTC(P) currently not eligible to enroll, but who were eligible in previous years and could not enroll due to operational requirements.

11-10. Constructive/Equivalent Credit. Officers desiring constructive/equivalent credit from any DA-approved SSC must submit their request IAW AR 350-1.

## CHAPTER 12

### INTERMEDIATE LEVEL EDUCATION (ILE) (FORMERLY COMMAND AND STAFF COLLEGE [CSC]) SELECTION SYSTEM

12-1. Purpose. To delineate responsibilities and establish policies and procedures regarding the Intermediate Level Education (ILE) (formerly Command and Staff College (CSC)) selection system for the AMEDD, CH, J A, and Army Reserve. Officers in the ACC are not boarded for CSC selection, but are scheduled to attend ILE. NGB conducts their own board for ILE.

12-2. Scope. This chapter applies to AC, Special Branch (AMEDD, JA, CH) officers competing for selection for attendance at ILE and to Army Reserve officers for ILE selection with exceptions as noted.

12-3. Responsibilities.

a. DCS, G-1 (or his designee, the DMPM).

(1) Exercises general staff supervision over the ILE selection system.

(2) Coordinates with DCS, G-3 for ILE quotas for OPMD-managed officers. Also coordinates with OCAR & HRC for Army Reserve on ILE quota allocation and resource availability.

(3) Establishes eligibility and stability criteria for resident attendance at ILE. The CAR establishes eligibility criteria for both resident and non-resident ILE.

(4) Designated as the convening and approving authority for ILE selection boards. The CAR is the convening and approving authority for USAR ILE selection boards.

(5) Develops and approves selection board MOI. The MOI for USAR boards is approved by the CAR with the DMPM authorized to amend as necessary.

b. CG, HRC.

(1) Defers selectees who do not meet the minimum TOS requirements and slates for ILE in a later academic year.

(2) Is approval authority for deferral requests for operational, compassionate or administrative reasons (This can be delegated to the Director, OPMD). The CAR is approval authority for deferral requests for USAR officers with management by HRC.

(3) Ensures records of all deferrals receive MEL code 5 (CSC, deferred).

(4) Assumes HRC responsibilities delineated in Chapter 4 of this SOP.

c. DCS, G-3. Provides quotas for ILE.

d. TSG, TJAG, and CCH (AC Only).

(1) Coordinate with DCS, G-3 and DCS, G-1 for ILE quotas and determine special branch allocations.

(2) Provide input, for DCS, G-1 approval, for administrative instructions and guidance for the DCS, G-1 MOI for the AMEDD, JAG and Chaplain ILE selection boards.

(3) Recommend special branches slating for ILE.

12-4. Basic Policies.

a. Eligibility. Will be published annually for each board by the DCS, G-1 or his designee, the DMPM.

b. Deferrals/Removal.

(1) Officers who have not completed the minimum TOS requirements will be deferred:

(a) CONUS tour of 24 months.

(b) OCONUS tour of 10 months of 12 month tour, no exceptions.

(2) CG, HRC may temporarily defer for cause an officer on an approved selection list based on a request from the field or receipt of information calling into question officer's qualifications for ILE.

(3) If in a deferred status at the time of the next ILE board, deferred officers will be subject to revalidation. The board will determine if a material change in the officer's record exists.

(4) If the ILE selection board recommends removal of an officer deferred (for whatever reason) and the DCS, G-1 approves the board's recommendation, HRC will delete the officer's name from the selection list and notify him/her in writing.

(5) Subsequent to deferring an officer for cause, should the CG, HRC receive new information that refutes the original information that caused the deferral, then CG, HRC may return the officer to his/her original status at the time that he/she was removed from the approved selection list.

(6) Should the CG, HRC discover that the record of an officer previously selected for CSC (but deferred) is not seen by the next ILE selection board because of an administrative error or oversight, he may, upon a review of the officer's record and a determination that a material and downward change in the officer's performance has not occurred, revalidate the officer or maintain the officer in a deferred status until such time as the officer is slated for school or the next ILE selection board convenes, whichever occurs first.

c. Declination.

(1) Declination of Consideration. Officers may decline school consideration without prejudice. Declination of consideration must be communicated in writing by the officer to CG, HRC, ATTN: (appropriate career management division). Officers must revoke declination in writing to be considered by subsequent ILE boards. USAR AGR officers cannot decline consideration.

(2) Declination of Attendance. Officers may submit a formal declination of attendance to CG, HRC after being notified of having been selected. Declination will eliminate the officer from consideration for future schools at the same level. USAR officers will submit declination requests to the CAR.

d. Assignments. Officers selected for attendance at the Department of Defense Western Hemisphere Institute for Security Cooperation (WHINSEC) must have a mastery of Spanish and must provide documentation of listening and reading comprehension of at least a 2/2 on the DLPT. Refresher language training will be provided enroute as required. Officers normally will be Latin American FAOs and will be programmed for a follow-on assignment to Latin America.

e. Transfers. Officers may request a transfer from one staff college to another prior to attendance. Officers may submit requests to the appropriate career management division at HRC.

12-5. Selection Process. The board normally will be held on a calendar year basis. The ILE selection process begins each year when HRC prepares a roster of eligible officers based on DCS, G-1-

established eligibility criteria. A selection board is convened to consider all officers on this roster and to prepare a recommended list in accordance with the MOI issued to the board. After approval of this list, HRC will publish the selection list, including officers managed by OPMD and special branches, to all commands and release it to the public news media. Officers who are selected and who have completed a ILE correspondence course may waive attendance at the resident course.

12-6. Selection Board Procedures. IAW Chapter 4 except as discussed below.

a. Membership. See annually approved matrices.

b. The board's mission will be to select the best qualified officers by year group (AC only), and by basic branch and functional area. HRC will integrate the names of special branch officers slated by special branch ILE boards in the annual release package.

c. Processing Board Results.

(1) When the board has completed its report, it will forward the recommended list directly through DMPM to the DCS, G-1 for approval. For the USAR, the DMPM forwards the results to the CAR for approval.

(2) HRC will publish selection lists and will announce ILE slating later by worldwide message. HRC career management divisions will issue requests for orders when slating has been completed.

(3) HRC- STL, OPMD will state for USAR officers.

12-7. Administrative/Material Error.

a. CG, HRC has authority to refer the record of an officer to the ILE board even though the officer has exceeded YOS criterion for eligibility, and provided he/she is otherwise eligible, in the following instances.

(1) Administrative Error. When an officer's record should have been seen by a ILE board but was not because of administrative error.

(2) Material Error or Omission. When a ILE board considered and did not recommend for selection an officer whose record contained material error or omission.

b. If an officer is given an additional year of consideration, the officer will be integrated into the year group that will best compensate him/her for the material error or omission in his/her file. For example, if the error or omission occurred in the first and/or second year of consideration, the officer will be integrated into one of those two-year groups for ILE consideration purposes.

12-8. Constructive or Equivalent Credit will be IAW AR 350-1.

## CHAPTER 13

### PROJECT/PRODUCT MANAGER/DIRECTOR ACQUISITION KEY BILLET (KB) CENTRALIZED SELECTION BOARDS

13-1. Purpose. To delineate responsibilities and establish policies and procedures regarding AAC key billet selection boards.

13-2. Scope. This chapter applies to officers and civilian employees competing for selection to fill any AAC key billet position.

13-3. Responsibilities.

a. Army Acquisition Executive (AAE).

(1) Title 10 U.S.C. § 1734 specifies that the SA, acting through the service acquisition executive (SAE) for that department, is responsible for making assignments to Critical Acquisition Positions (CAPs). The SA is the approval authority for the selection board MOIs. All AAC key billet positions are CAPs. The AAE is the Army's SAE. The Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASA(AL&T)) is designated as the AAE. The SA has delegated approval board results approval authority to the ASA(AL&T).

(2) Approves AAC key billet slate and AC, ASCC, DRU reslate requests.

(3) Maintains the AAC key billet CSL, reviewing it periodically and approving recommended additions or deletions as necessary.

(4) Establishes, maintains, and reviews AAC CSL/key billet position requirements.

(5) Develops descriptions for specific AAC key billet positions similar to CSL commands.

(6) Designates CSL/key billet category for AAC CAPs added to the CSL. Approves new AAC key billet categories or changes to competitive groupings and forwards all changes to CG, HRC.

(7) Approves eligibility criteria for centralized selection for AAC key billet positions.

(8) Approves AAC CSL key billet selection criteria.

(9) Forecasts AAC key billet vacancies to be filled by annual FY CSL boards.

(10) Coordinates with CG, HRC on report dates for AAC CSL key billets and provides projected report dates to CG, HRC prior to convening of respective AAC key billet selection boards.

(11) Approves deferrals from AAC key billet CSL.

(12) Activates individuals from the CSL AAC key billet alternate list to fill unprogrammed key billet vacancies.

(13) Approves requests for extensions or curtailments of key billet tours beyond the 120 days.

(14) IAW Title 10 U.S.C. Chapter 87 and Defense Acquisition Workforce Improvement Act (DAWIA), establishes length of key billet tour for AAC Competitive Category positions.

b. Director of Acquisition Career Management (DACM)

(1) Exercises general staff supervision over the AAC CSL key billet selection system and related policies in coordination with the DCS, G-1. Provides recommendations to AAE on all AAC key billet related actions.

(2) Either concurs or non-concurs with the recommended AAC key billet slates and AC, ASCC, DRU reslate requests prior to forwarding for AAE approval.

(3) Responsible for the management and documentation of all acquisition positions.

(4) Reviews the AAC key billet CSL periodically and recommends additions or deletions as necessary to the AAE.

(5) Establishes eligibility criteria for centralized selection for AAC key billet positions, in conjunction with the DCS, G-1, for AAE approval.

(6) Establishes AAC key billet selection criteria, in conjunction with the DCS, G-1, for AAE approval.

(7) May approve curtailments/extensions of key billet tours for 61 to 120 days.

(8) Notifies CG, HRC of the need to fill an unforecasted AAC key billet requirement.

c. DCS, G-1 (or his designee, the DMPM).

(1) Responsible for convening, conducting, recessing, and processing results of AAC CSL key billet selection boards, on behalf of the SA.

(2) Establishes eligibility criteria for centralized selection for AAC key billet positions, in conjunction with the DACM, for AAE approval.

(3) Establishes AAC key billet selection criteria, in conjunction with the DACM, for AAE approval.

(4) Processes selection board results for ASA (AL&T) approval.

d. CG, HRC.

(1) Coordinates annual zone message announcing convening of AAC CSL key billet selection boards.

(2) Notifies alternates as required to fill AAC CSL key billet vacancies.

(3) Programs AAC key billet selectees for attendance at all HQDA mandatory pre-command courses and PMT 401/402/403 as required prior to assignment to key billet position.

(4) Prepares and releases board results in conjunction with DCS, G-1.

(5) Coordinates AAC key billet positions for centralized selection as approved by the AAE.

(6) Recommends AAC key billet slate, subject to concurrence by the DACM, to AAE for approval.

(7) As necessary, issues RFO affecting AAC key billet assignments.

(8) Forwards requests for extensions or curtailments of AAC key billet tours through the DACM to the AAE for approval.

e. Office of The Surgeon General (OTSG).

(1) Manages the development of AMEDD acquisition workforce policy, consistent with Army and AMEDD operational requirements in personnel training and utilization that meets DAWIA provisions. Ensure that all policy is compatible with the requirements of DAWIA and approved by the AAE/DACM and DCS, G-1 prior to implementation.

(2) Recommends AMEDD acquisition workforce and acquisition critical positions to DACM for AAE approval. Manages acquisition related personnel qualification, selection, training, utilization, and reporting requirements within existing Army infrastructure.

(3) Coordinates with DACM for AAC key billet positions requiring an AMEDD officer. AMEDD officers filling AAC key billet positions will be centrally selected via the AAC key billet CSL board.

(4) CSL selected AMEDD officers can be slated to a non-AMEDD key billet if they meet the specific slating guidance for the position with coordination with AMEDD.

f. Office of The Chief, Army Reserve (OCAR).

(1) Manages the development of Army Reserve acquisition workforce policy, consistent with Army operational requirements in personnel training and utilization that meets DAWIA provisions. Ensure that all policy is compatible with the requirements of DAWIA and approved by the AAE/DACM and DCS, G-1 prior to implementation.

(2) Recommends Army Reserve acquisition workforce and acquisition critical positions. Manage acquisition related personnel qualification, selection, training, utilization, and reporting requirements within existing Army infrastructure.

(3) Coordinate with DACM for AAC key billet positions requiring an Army Reserve officer. Army Reserve officers filling AAC key billet positions will be centrally selected through the appropriate AAC key billet CSL board.

g. Director, Army National Guard (ARNG).

(1) Manage the development of ARNG acquisition workforce policy, consistent with Army operational requirements in personnel training and utilization that meets DAWIA provisions. Ensure that all policy is compatible with the requirements of DAWIA and approved by the AAE/DACM and DCS, G-1 prior to implementation.

(2) Recommend ARNG acquisition workforce and acquisition critical positions. Manage acquisition related personnel qualification, selection, training, utilization, and reporting requirements within existing Army infrastructure.

(3) Coordinate with DACM for AAC key billet positions requiring an ARNG officer. ARNG officers filling AAC key billet positions will be centrally selected through the appropriate AAC key billet CSL board.

13-4. Basic Policies.

a. General. AAC key billet selection at both the LTC/GS-14/BB IV and COL/GS-15/BB-IV levels will be based on a best-qualified basis to meet the needs of the Army selection method. Changes of key billet positions will normally occur at three years, four years, or near major program milestones (based on Title 10 U.S.C and DAWIA) and will be scheduled to provide an overlap between incoming and outgoing individuals to the maximum extent possible. Other guidance regarding length of critical acquisition assignments is in Title 10 U.S.C. Chapter 87.

b. Eligibility. Requirements will be published annually for each board via MILPER messages to AC, RC and DoD Civilian eligible populations.

c. Board Announcement. HRC will coordinate through DMPM and announce through worldwide message convening of the AAC CSL selection boards. The boards normally will be held on a FY basis and named for the FY in which positions will be filled.

d. Declination of Consideration by Officers. Individuals may decline AAC CSL consideration without prejudice before the applicable board convenes. Declination of consideration must be communicated in writing to CG, HRC (ATTN: AHRC-OPF-Q) or via the AKO preference web site. This declination is effective only for the key billet year being considered and can be revoked upon written request by the officer up until one week prior to the convening date of the board or per MILPER message instructions.

e. Deferral/Removal from Key Billet Selection List.

(1) General. Assignment to AAC key billet positions will take precedence over other assignments. Requests for deferral from AAC key billet assignment will be based upon documented, compelling reasons and will be submitted to CG, HRC through the DACM to the AAE for final determination.

(2) Individuals selected as principal key billet selectees who, for the needs of the service, or other cogent reasons, cannot assume a key billet position during the FY for which selected, may be deferred. The appropriate HQDA CSL selection board will revalidate previously deferred individuals during the next scheduled CSL board series.

(3) Requests for deferrals will be handled as follows: For all deferments, individuals requesting a deferment within 60 days from the official slate release date remain deferred principals if deferment is approved. If request is received after the 60 day period, individuals will not be deferred principals, but will be allowed to recompute for key billet selection in their next eligible year.

(a) Operational deferral. When an organization determines that an individual selected for key billet is essential to the accomplishment of a task or mission, the organization will submit a request for operational deferral through command channels to the CG, HRC through the DACM for approval by the AAE. For AMEDD officers, AAE will process final action on deferral requests after coordination with TSG.

(b) Personal or compassionate deferral. If an individual selected for key billet is unable to assume a key billet position because of a personal or compassionate reason, he/she will submit a request for personal or compassionate deferral through command channels to the DACM for approval by the AAE. For AMEDD officers, AAE will process final action on deferral requests after receiving coordination with TSG.

(c) Administrative deferral. Normally individuals will fill a key billet in the FY for which they were selected. However, when CG, HRC, determines that an individual selected for key billet is not available to assume the key billet position for administrative reasons (e. g., meeting minimum on-station requirements, Joint Duty, etc.), the individual may be administratively deferred. CG, HRC will coordinate deferral with the AAE or the TSG for AMEDD officers. Deferred individuals will be notified in writing.

(d) Deferrals pending resolution of adverse/flagging action. CG, HRC may recommend to AAE to defer a selectee for cause based on receipt of derogatory information questioning the individual's qualifications to fill a key billet. Deferred individuals will be notified in writing. CG, HRC may revoke deferral action and reinstate the officer on the key billet list if, upon further investigation, derogatory information is clearly erroneous or unsubstantiated and the approval authority, the AAE, has concurred. Final determination of a selectee's qualification to fill a key billet will be made by the AAE.

(4) An individual whose record is forwarded to a command review board following the post CSL selection board screen will remain as a principal on the key billet selection list and will be slated pending the determination of the CRB. Individuals will not assume key billet position until a favorable determination is made regarding the CRB. Alternates whose records are forwarded to a command review board will not be activated to a key billet position pending final determination of the CRB. Alternates

whose records are forwarded to a command review board following a post CSL board screen and whose case is still pending at the time that the next key billet selection board convenes, may be eligible to compete, unless some other action precludes him/her. Principals retained on the key billet list will become unslated principals. Individuals removed from the key billet list will be eligible to compete in the next scheduled key billet selection board if he or she remains otherwise qualified.

(5) Each year regularly scheduled key billet selection boards review records of all individuals in a deferred status to determine if there has been a material change in performance or potential. Examples of material change include but are not limited to:

- (a) Record of punishment under UCMJ.
- (b) Receipt of letter of reprimand or other disciplinary action.
- (c) Receipt of referred report as discussed in AR 623-3, paragraph 3-34.
- (d) Marked decline in performance.

(6) If a key billet selection board recommends revalidation of an individual's key billet designation status, the individual's name will be placed at the top (in alphabetical order if more than one individual is involved) of the rank order recommended list. The revalidation of an unslated principal is valid for 12 months or until the next key billet selection board. An individual cannot retain an unslated principal status through multiple key billet selection boards.

(7) If the board recommends removal of key billet designated status, it will forward recommendation with documentation through DCS, G-1 to the AAE for approval. If approved by the AAE, CG, HRC will notify the individual in writing. The individual may be considered for key billet selection by subsequent boards if he/she remains otherwise qualified.

f. Constructive Credit. Constructive credit for serving in a key billet may be granted if the position is later designated a CLS-KB. Centrally selected principals or alternates may be awarded constructive credit under the following conditions:

- (1) Individual is selected as a principal or alternate and is slated to a CSL-KB position.
- (2) The position the individual is assigned to at the time of CSL selection is designated as an AAC CSL-KB position by the AAE during the next CSL review process.
- (3) Individual does not decline CSL-KB at any time during the CSL slating process. This includes with or without prejudice declinations.
- (4) If the individual meets all the conditions above, they can submit a request for constructive credit through their chain of command to CG, HRC. CG, HRC will forward through DACM to AAE for decision. The request should substantiate that the individual had cost, schedule, and performance responsibilities commensurate with a CSL-KB position.
- (5) If approved by the AAE, the maximum amount of credit awarded is limited to 12 months.
- (6) Once approved, the 12 months of constructive credit may be reflected on the individual's OER and ORB.

(7) The individual will still be slated IAW the slating guidelines in this SOP in order to complete their CLS-KB tour not to exceed a total of 36 months (including any constructive credit awarded).

#### 13-5. Selection Procedures.

a. General. The SA will direct that selection boards at both the LTC/GS-14/BB-IV and COL/GS-15/BB-IV levels be convened to consider officers and civilians for selection as PMs/Acquisition Directors for key billets with programmed vacancies during the following FY as approved by the AAE and coordinated with DCS, G-1/HRC. In order to compete for PM CAP positions, individuals should be level II certified in at least one acquisition career field and be acquisition corps members.

b. Eligibility Roster. CG, HRC will provide each board with an alphabetical roster of eligible officers and civilians in the zone of consideration for that board. These rosters will contain names of all eligible officers and civilians meeting established criteria for each board.

13-6. Selection Board Procedures. The board will be conducted IAW Chapter 4 of this SOP except as modified herein.

a. Membership. See annually DMPM approved matrices maintained by the Officer Selection Board Policy Branch.

b. Conduct of the Board.

(1) Key billet selection board recommendations will be based on instructions contained in the approved MOI.

(2) Individuals eligible for key billet selection will not be authorized to appear in person before the selection board. They may, however, write a letter to the president of the appropriate selection board concerning important items that may influence the selection process IAW the board zone message.

(3) Each board will prepare a rank order listing for each key billet category.

(4) When the board has completed its deliberation and prepared its report, it will forward the recommended lists (principal and alternate) through DCS, G-1 to the AAE, the approving authority.

(5) After AAE approval, HRC will develop a slate for AAE approval and release it IAW HRC SOP.

(6) AMEDD officers may be selected as principals and alternates only as specified in the selection requirements detailed in the board MOI.

13-7. Unforecasted Requirements.

a. The AAE/DACM will notify CG, HRC of the need to fill an unforecasted PM/Acquisition Director requirement. In addition, AAE/DACM will provide a criteria sheet detailing a description of the program mission, PM/Acquisition Director responsibilities, list of desired characteristics and attributes, the key billet category from which HRC will activate, and the recommended report date of the selectee. Selectees will be activated by OML. Should an individual decline, the next available, qualified individual by OML will be activated. The losing command and Director, OPMD, will only notify the individual that they have been activated. The gaining command will notify the activated individual of the specific PM/Acquisition Director position and location. Alternate selectees not slated against unforecasted requirements will retain their standing on the alternate list and will again be considered for the next unforecasted requirement.

b. Acquisition CSL-KB positions transitioning from provisional to chartered status may be filled by an individual activated from the existing alternate list at either the LTC/GS-14/BB-IV or COL/GS-15/BB-IV level as appropriate. The AAE in conjunction with the DACM will determine if activation is required. If activation is not required, an individual will not be DA centrally selected until convening of the next regularly scheduled Product Manager/Acquisition Director (LTC level) or Project Manager/Acquisition Director (COL level), as appropriate, selection board following transition of such key billets. Incumbents of such Product Manager/Acquisition Director (LTC level) and Project Manager/Acquisition Director (COL level) positions will be permitted to continue to serve in those positions until the selected individual arrives.

13-8. Designation, Slating, and Assignment of Principals and Alternates.

a. Designation. The DACM will validate projected key billet position vacancies each FY. Key billet selectees will be designated as a principal or an alternate. Designation will be based upon selectee's standing on the relative standing list and number of projected vacancies. An individual may be designated as a principal in only one category. A principal will not be selected for alternate status by the selection board. The board may designate an individual as alternate in only one AAC key billet category. As an exception, civilians may be a principal and/or alternate in more than one category.

b. Slating.

(1) The fundamental tenet of the slating process is to support requirements of the AAC IAW annual key billet slating guidance provided by the AAE. If a principal (military or civilian) declines CSL-KB after the board has convened, then he or she declines with prejudice, is not activated, and is no longer eligible to compete for future CSL positions. (This disqualification shall apply to military members as long as they remain in the military, and it shall apply to civilian members from the time the employee declines as long as he or she remain an Army employee.)

(2) After receipt of an approved key billet selection list, Director, OPMD will formulate a proposed key billet slate for DACM concurrence and AAE approval.

(3) Following approval of the proposed slate, HRC will notify principal and alternate key billet selectees in accordance with the following two-phase procedures.

(a) Phase One:

1 AC, ASCC, DRU and special/joint activities will notify principal selectees currently assigned to their commands. HRC will provide appropriate principal and alternate rosters.

2 AC, ASCC, DRUs will advise principal selectees at time of initial notification that if they decline selection it is with prejudice, and they will no longer be eligible for selection at that level.

3 As appropriate, HRC will furnish AC, ASCC, DRU commanders who have key billet vacancies in the upcoming FY with names of individuals recommended to fill those positions.

4 HRC will mail notification letters to alternate selectees advising them of their status.

(b) Phase Two:

1 After the AAE approves the slate, AC, ASCC and DRUs will be given 10 calendar days to review and adjust slates within their specific AC, ASCC or DRU and within the same category. AC, ASCC, DRUs will notify HRC of concurrence or desired changes.

2 After final coordination of all AC, ASCC, DRU AAC key billet slates, HRC will designate a date when the AC, ASCC, DRU with key billet vacancies will notify slated individuals of specific organization and report dates. No slating information will be released prior to designated notification date.

(4) Activation of Alternates.

(a) When a vacancy occurs for which a principal is not available, the AAE will activate the first available rank-ordered qualified alternate from the appropriate alternate list. If the AAE determines that the first rank-ordered alternate designee is not qualified for a particular key billet vacancy, the individual will not be activated and his/her status will remain unchanged. That is, prospective designees who are not activated because they lack certain qualifications will not become unslated principals or designated principals and deferred. However, they will be considered again in same rank-order sequence for the

next key billet vacancy occurring in the key billet category for which previously selected. If an alternate (military or civilian) declines CSL-KB, then he or she declines with prejudice, is not activated, and is no longer eligible to compete for future CSL positions. Activated alternates may not defer command/key billet.

(b) The new FY alternate list will take effect at the beginning of the respective FY (e.g., the FY09 list will be effective 1 October 2008 through 30 September 2009). If a current alternate is selected as a principal on the subsequent list, he or she will be removed from the alternate list effective upon OPMD's receipt of the selection list for slating.

(5) After recommended slates are released to ACOM, ASCC, and DRU commanders, slated principals, if available, will fill key billet positions for which slated whether positions are available earlier or later than programmed and regardless of whether the change creates the vacancy in a different FY.

(6) Unless deferred, all principal key billet designated individuals will be programmed for a key billet assignment during year for which selected. Individuals who have been selected and programmed for key billet will not be diverted from positions by the AC, ASCC or DRU without approval of the AAE.

(7) Key billet designees who are assigned to key billet designated positions that are eliminated (under conditions that preclude completion of one half of key billet tour, or 5/6's of a normal short tour) become unslated principals and are slated for the first available key billet in their key billet category for which qualified or are deferred and revalidated by the next scheduled key billet selection board.

(8) Key billet designees who because of medical problems involving them or their immediate family are unable to assume a key billet position or complete one half of a key billet tour normally will be slated for another key billet if the medical problem is resolved within the same FY for which selected or for individuals who have already assumed key billet, if medical problem is eliminated within 12 months.

(9) Once activated by the AAE, CG, HRC will notify alternate designees that they are being activated to fill key billet positions.

(10) Marital status of a key billet-designated individual will only be considered in the slating process for dual military married couples. A married key billet selected individual is not required to be accompanied by his/her family as a condition of acceptance to a key billet position. When an AC, ASCC, or DRU believes a particular key billet position should take a unique family situation into consideration, justification must be forwarded to CG, HRC for processing through the AAC MILDEP to the AAE for decision.

(11) Curtailments/Extensions. Approval authority for curtailments/extensions to the established tour lengths is as follows:

(a) Program Executive Officers and leaders in charge of similar organizations (BG and above), in coordination with CG, HRC, may approve curtailments/extensions of key billet tours up to 60 days.

(b) The DACM may approve curtailments/extensions of key billet tours for 61 to 120 days.

(c) The AAE is the approval authority for all curtailments/ extensions of 121 days or more. All requests for AAE decision must have a DACM recommendation.

(d) No individual will be curtailed or extended until coordination action is complete and request is approved. Once approved, CG, HRC (AHRC-OPF-Q), will notify affected organizations.

13-9. Pre-Command Training. Pre-Command training is mandatory and must be completed. PM/Acquisition Director key billet designees will attend this training preferably before, but when not possible, no later than 90 days following assignment. CG, HRC (AHRC-OPF-Q) will schedule officers and civilians for the mandatory courses below upon selection.

a. All officers and civilians slated as Project Managers (COL/GS-15/Broadband equivalent) will attend at a minimum, the following courses.

(1) Program Manager's Course (PMT 401). This is a prerequisite for the Executive Program Manager's Course.

(2) Executive Program Manager's Course (PMT 402).

(3) Branch Pre-Command Course.

(4) School for Command Preparation, Ft. Leavenworth, KS (Pre-Command).

b. All officers and civilians slated as Product Managers (LTC/GS-14/Broadband equivalent) will attend at a minimum, the following courses.

(1) Program Manager's Course (PMT 401). This is a prerequisite for the Executive Program Manager's Course.

(2) Branch Pre-Command Course.

(3) School for Command Preparation, Ft. Leavenworth, KS (Pre-Command).

(4) Executive Program Manager's Course (PMT 402) or Program Manager's Skills Course (PMT 403) as required.

c. All officers and civilians slated as Acquisition Directors (COL/LTC/GS-15/GS-14/Broadband equivalent) will attend at a minimum, the following courses.

(1) School for Command Preparation, Ft. Leavenworth, KS (Pre-Command).

(2) Contracting Pre-Command (if individual is slated to a contracting centric key billet position).

(3) They will be scheduled upon request to attend the other above mentioned courses (in paragraphs a. and b. above as applicable) based on need and availability.

d. Once scheduled for mandatory pre-command training, any requested changes for courses scheduled for completion prior to the projected assignment date must be endorsed by the first General Officer (or SES equivalent) in the losing organizations chain of command and approved by CG, HRC. Any requested changes for courses scheduled for completion after the projected assignment date must be endorsed by the first General Officer (or SES equivalent) in the gaining organization chain of command and approved by the DACM.

#### 13-10. Promotion to COL.

a. As a matter of Army policy (AR 600-20, paragraph 2-5e(4)), a LTC level key billet will normally not be held by a COL. Accordingly, if a promotable LTC serving in a LTC level key billet has a projected promotion date occurring during the key billet tour, AC, ASCC, DRU commanders will schedule a change of key billet date as close as possible to the projected promotion date of the officer. Coordination between the AC, ASCC, DRU commander and HRC is vital to ensure timely planning for the change of key billet with keen regard for mission and availability of the replacement individual.

b. In exceptional cases where the change of key billet would adversely affect significant operational requirements, the AC, ASCC, DRU commander will submit a request through the DACM to the AAE for an exception to the policy.

13-11. Orders. CG, HRC will issue RFOs to affect PCS associated with key billet assignments. For unprogrammed vacancies, HRC will provide officers and civilian employees at least 60 days to affect PCS.

13-12. Administrative/Material Error. CG, HRC or his designee has authority to refer the record of an officer to a key billet board even though the officer has exceeded years of service criterion for eligibility (provided he/she is otherwise eligible) in the following instances.

a. Administrative Error. When an individual's record should have been seen by a key billet board but was not because of administrative error.

b. Material Error. When a key billet board considered and did not recommend for selection an individual whose record contained material error.

c. Upon request by an individual for any other reason that justifies extended eligibility as determined by CG, HRC or his designee.

13-13. Post Board Screening Process. Selectees will be slated to key billet positions, but not allowed to assume key billet positions until favorable completion of post board screening procedures.

## CHAPTER 14

### FUNCTIONAL DESIGNATION (FD) Board

14-1. Purpose. To delineate responsibilities, policies and procedures regarding the FD system.

14-2. Scope. This chapter applies to ACC officers. FD is a process which designates all officers of the ACC into a basic branch (BR) or functional area (FA). The FD process will occur at an officer's 4th and 7th year of AFCS. The DCS, G-1 convenes a DA centralized selection board to execute FD. BRs and FAs are grouped into three functional categories (FC): Maneuver, Fires, and Effects (MFE); Operations Support (OS); and Force Sustainment (FS). Each of the three FCs are considered a separate competitive category for promotion to MAJ, LTC and COL. After FD, officers will compete for promotion to MAJ, LTC, and COL in the competitive category corresponding to their FC (MFE, OS, or FS).

14-3. Responsibilities.

a. DCS, G-1 (or his designee, the DMPM).

- (1) Exercises general staff supervision over the FD system.
- (2) Establishes BR/FA requirements for the FD board and approves AAC FD Board requirements submitted by Acquisition Management Branch for inclusion in and for the AACAB.
- (3) Establishes FD eligibility criteria.
- (4) Serves as the FD Board convening and approving authority.
- (5) Develops FD selection board MOI.
- (6) Develops and approves Army Acquisition Corps Functional Designation Board Annex A (Requirements) for the designation board MOI
- (7) Approves FD Appeals Board results.

b. CG, HRC.

- (1) Coordinates annual zone message and publishes FD Board MILPER Message announcing the convening of the FD board and any administrative procedures.
- (2) Assumes responsibilities associated with Chapter 2 of this SOP.
- (3) Develops and approves the Army Acquisition Corps Functional Designation Board MOI (except for the eligibility and board selection requirements, which are included as an annex, as approved by the DCS, G-1 above). Approves the membership for the functional designation board.

c. Field Services (FS), OPMD, HRC (formerly LDD, HRC) generates the list of eligible officers for each cohort YG and executes the FD appeals board process.

14-4. Overview.

a. Pre-Board. There are four steps in the FCD process: develop Army requirements, obtain officer preferences, prepare board consideration files for each officer, and designate board membership.

(1) Army Requirements. The DMPM will determine requirements for each YG being designated. The requirements determine how many officers are needed in each BR and FA and how many officers will be required to remain within their BR to ensure viability and health of the BRs. Minimum and

maximum FA requirements will be defined for each BR and FA as well as the number a BR may donate to the FAs.

(2) FD Preference Statement. All officers considered for FD will receive an AKO message, which will include necessary information for board preparation. They will be directed to submit an online preference statement, with the option of submitting an automated letter to the board president. Officers should submit their online preferences NLT 30 days prior to the convene date of their FD board or as directed in the board's zone message. Officers will submit preferences IAW the board's zone message. Officers who fail to submit a preference statement or submit an incomplete preference statement will go before the board without a preference statement and will be functional designated without regard to the officer's personal preference. Officers may not appeal FD designation on grounds of an incomplete or absent preference statement. Additionally, the preference form will allow each officer the opportunity to relay to the President of the board any relevant training and experience, not already available, that might help the board make its FDs. Officers' preferences will be screened against the minimum requirements for the FAs selected as a part of the pre-board screening process by FS OPMD HRC and the proponents. Officers will be allowed to retain only those preferences for which they meet the minimum qualifications as outlined in DA Pam 600-3 and references specified in the board's zone message. \* Note - Raters, senior raters, mentors and other officers cannot see an officer's preferences, however they can obtain and recommend FD information on the HRC homepage.

(3) FD Board Files. File preparation will be the same as for any other officer centralized selection board. The board will have access to an officer's ORB, OMPF, photo, and letters to the President of the Board. Four-year FD Boards will have access to masked documents in an officer's restricted OMPF. FS OPMD HRC will submit names of eligible officers to the FD selection board. FS OPMD HRC will also forward all documents that are authorized and accepted for filing on the OMPF to the selection board IAW instructions stipulated in the MOI to the board. All mandatory evaluation reports must be completed IAW AR 623-3, processed through normal channels, and received error free at HRC no later than the required date as cited by the board message. Code 21, Complete-the-Record reports, are not authorized for the FD board. PSBs/BCT S-1s/MPDs must submit the original evaluation report for processing. Machine reproduced or electronically transmitted copies will only be accepted if authorized in the board's zone message. Letters to the president of the board will only be accepted from officers eligible for FD designation. Individual letters should include the officer's SSN and only those matters relevant for consideration of the officer's record. Letters must arrive at HRC by the designation board convene date to be considered. Communications from other parties on behalf of officers being considered will not be provided to the selection board unless forwarded in writing by the officer being considered. Communications containing criticism or reflecting negatively upon the character, conduct, or motives of any officer will not be provided to the selection board. Any letters considered by the board (including enclosures) are privileged correspondence. These letters will not be filed in the officers' OMPF. FS OPMD HRC will maintain these letters after board adjournment.

(4) Membership. See annually DMPM approved matrices maintained by the Officer Selection Board Policy Branch

b. Post-Board. The FD board will produce a list of BR and FA designees and forward it through the DMPM to the DCS, G-1 for approval. Once approved, the results will be forwarded to the career management divisions in HRC. The results will be announced and published via MILPER message and the HRC website.

(1) The board will prepare board products (e.g. AAR, board statistics, board reports, attest roster, etc.) and an AAR to the DCS, G-1 that identifies any requirements not filled and reason(s) for not meeting requirements.

(2) Attest Rosters. The board will prepare an attest roster for officers retained in each BR and for officers functional designated in each FA. This is to ensure 100% accountability of all officers in the considered population with their names appearing on either a BR roster or a FA roster. The attest rosters

will show each officer's name, rank, SSN, and designation (BR or FA), will be attested to by a board member and the recorder(s) and forwarded by memorandum to the DCS, G-1.

14-5. Policy.

a. Eligibility. Complete eligibility requirements will be published in the board message and may be different from that published here. The board message requirements will be the controlling guidance. The eligibility roster will be a means by which to notify eligible officers of their responsibilities. The roster will be generated on the Officer Selection Report System (OSRS) approximately 120 days prior to the board convening and will be verified by BR and FA officers prior to the board.

(1) Officers in the grade of CPT are eligible for FD.

(2) For the 4-year FD, only those officers in the cohort YG who opt in for FD IAW the MILPER message will be considered. The remainder of the YG will not be considered by the board and will FD at the 7-year board.

(3) For the 7-year FD, only those officers that have not been functional designated will be considered by the FD board.

(4) Officers with an approved separation date within 90 days of the board convene date are not eligible.

(5) Officers who have already received FD are not eligible.

b. AAC Officers. AAC officers do not need to submit a preference statement. The AAC accession board will automatically designate AAC officers in the FS FC.

c. Total Operational Flying Duty Credit (TOFDC) for AV Officers. AV officers who functional designate other than MFE will receive Aviation Continuation Incentive Pay until their applicable year of service, IAW AR 600-105.

d. Selection Process. DA will conduct FD boards at the 4th and 7th year of AFCS for each cohort YG. All officers will be designated a BR or FA by the HQDA FD centralized selection board or as predesignated by HRC due to ACS or early FD.

e. Show Cause. Show cause is not a component of the FD board process.

14-6. Procedures. See Chapter 4 except as discussed below.

a. Mission. The FD board will balance Army requirements and individual officer preferences, abilities, education, training, skills and experience to select the fully-qualified officers by YG and by BR, to include the AAC and FAs, to meet Army requirements in each BR and FA.

b. Milestones. Produced approximately 120 days prior to the convene date (C-0) of each FD Board.

(1) FD Board Announcement. CG, HRC will publish a MILPER message outlining specific requirements for each FCD board approximately 120 days prior to each board.

(2) C-60 Meeting. A meeting will be conducted by HRC Leader Development Division and the DA Secretariat for Boards 60 days prior to the FD board to issue eligibility rosters and provide specific board guidance.

c. Board Makeup. See Chapter 4 of this SOP. As a policy (vice statutory) and designation (vice selection) board, the FD board does not require an OTRA board member regardless if OTRA officers are in the eligible population.

d. Board Procedures. The FD proponent, FS OPMD HRC, will brief board members and the DA Secretariat for Boards on the FD process. The FD board will convene IAW the FD Board MOI issued by the DCS, G-1. Board members will use needs of the Army (approved requirements), officer preference, skills, experience, and potential to determine fully-qualified officers. Education and other demonstrated expertise, such as language abilities, have bearing on the board's decisions. However, needs of the Army (skills and experience match with FA requirements) followed by individual officer preferences are the most highly weighted criteria in a FD. The board will combine their consideration of Army requirements with their assessment of the officers' files to make FD recommendations. The DCS, G-1, or his designee, the DMPM, will determine and publish Army FD requirements for the FD board's MOI.

(1) Process. This is a designation process, not a selection process. When designating officers to FAs, the board will consider the officer's skills, abilities, experiences and preferences in conjunction with the FAs' minimum criteria. Minimum criteria for each FA are in DA Pam 600-3. Skills and experience should be the most weighted factors. The board must designate officers into the BR or FA that returns the most value to the Army. This may conflict with an officer's personal preference. In some instances, the board may find that one or more FA preferences for an officer may have been deleted from the officer's preference statement as a result of the officer not meeting minimum criteria for that FA as determined by the pre-board screening process. In these instances, the board will vote an officer's file against the remaining preferences as listed on the officer's preference statement.

(2) Requirements. The board should strive, but is not required, to meet the requirements stated for each branch and FA. The board must meet the minimum designation requirements listed for each BR and FA, provided that there are enough fully qualified officers. The board may designate a number between the "minimum" and "maximum" requirements for each BR and FA. The board **will not** exceed the maximum number to donate by branch (donor branch) as indicated on the approved requirements sheet for the year group. A donor BR is a BR whose current strength exceeds its retain in branch goals. Only the DMPM, or his designee, has the authority to modify the requirements. Should the board fail to designate a number between the "minimum" and "maximum" in the branches or FAs, the board president must notify the DMPM telephonically of the following: (1) Number of basic BR or FA requirements shortfalls; (2) Number of fully qualified officers in the population who can potentially satisfy those requirements; and (3) the board recommended action to meet shortfalls. Upon review, the DMPM will advise the board president of an appropriate course of action. Accordingly, the DMPM may direct the board to adjust their designations made in a prior phase until all requirements are satisfied.

(3) Methodology.

(a) FD will be conducted IAW with standard operating procedures as prescribed by the DA Secretariat for Boards. Some officers will compete in more than one FA; therefore, board members may see files more than once. Initially only those candidate files that have chosen a functional area as their first preference and overstrength branches will be voted. Officers that have chosen a branch that is not overstrength as their first preference will be set aside. If there is a tie during the voting process, then the board or panel will conduct a re-vote of the officers' records IAW the guidelines found in the DA Secretariat for Boards Board Recorder SOP.

(b) Once files have been voted and all ties have been resolved, the board will utilize the Decision Support Tool (DST). The proposed allocation for each FA by branch will be generated from the board OML using an automated decision support tool and provided to the board following determination that all requirements can be met. This is intended to be a start point for board deliberations and final designation. Once the DST has been populated the board will review each of the FA OMLs to ensure that they have chosen the best and fully qualified officers for FD. The board has the opportunity to review the files of each of the officers who have not submitted a preference and designate them IAW the needs of the Army. The "no preference" files with appropriate skills, experience, education, and minimum qualifications may be reviewed and compared against any officer's file which has selected basic branch as a first preference, but who was forced out of his/her basic branch during the DST process. The board has the option of replacing the officer who selected basic branch as a first preference, but who was forced

out of his/her basic branch with any officer from the “no preference” list provided that this officer meets the minimum criteria for the FA designation. The board will then determine any remaining FA shortages.

(4) Advanced Civil Schooling (ACS). Officers who have received Army funded ACS in support of a FA or BR will have their FD designation locked to that respective FA or BR, will not submit a preference statement, and therefore their record will not appear before the board. The board will be provided a list of all officers who are pre-designated or locked into a FA or basic branch as a result of attending Army-funded ACS.

(5) Officers not designated into a FA will remain in their basic branch. Officers who fail to submit a preference statement or who submit an incomplete preference statement will be designated based upon the needs of the Army.

#### 14-7. Administrative/Material Error.

The FD Appeals Board is appointed by direction of the DCS, G-1 to consider officers who wish to appeal the results of the FD Board. The CFD Appeals Board will consist of four members: President (Deputy, DMPM), Chief, Officer Division (DAPE-MPO), Deputy Director, OPMD, and HRC Career Division Chief. In order for the board to approve the appeal, the board must determine that the officer demonstrates a clear potential to serve (e.g. experience, education, propensity) in the BR or FA into which the officer desires to be designated. The officer's file will contain an appeal letter, supporting documents, ORB, current strength numbers by year groups, the gaining/losing branch/functional area, and the officer's official file. The final recommendation of the board is based on a majority vote for each file. Upon completion of the board, the board recorder will forward the board's recommendation through the DMPM to the DCS, G-1 for final approval of the board results. HRC, Leader Development Division (LDD) will prepare files and ensure officers may only appeal the results of the FD board when it is determined that inaccuracies precluded the board from having a proper indication of the officer's qualifications. FD appeals based on file inaccuracies must be filed within 180 days (6 months) of the release date of board results. The appeal will go before the next scheduled FD appeals board. There are four scheduled FD appeals boards each FY, one per quarter. The DCS, G-1 is the approval authority for FD appeals.

## CHAPTER 15

### SCREENING CERTIFICATION

15-1 Purpose. To delineate responsibilities and establish procedures regarding any screening certification that may be required by the Senate Armed Services Committee (SASC). Officer Selection Board Policy Branch will maintain an updated list of any required screenings.

15-2 Scope. This chapter establishes guidance for any certification that may be required by the SASC and consequently applies to all nominations that require Senate confirmation. These include normally scheduled boards, SSBs, Federal Recognition (FEDREC) boards, RA appointments, promotion vacancy boards (PVBs), and USAR appointments. This screening does not include any normal post-board screening, or the consideration of any other adverse information.

15-3 General.

a. The designated board policy branch action officer will package the recommended names for processing that are provided by other Officer Division action officers. The nominations will be processed at a minimum of once a month, and if needed more often. The nominations will be in all capital letters, and alphabetical and will include: Last Name; Suffix (JR, III); First Name; Middle Name; SSN; grade, and component (ADL, ARNGUS, USAR).

b. This listing will be stored in two file formats, one will be an Excel spreadsheet and the other a comma delimited text file. Two sets of files will be produced, one as above to Criminal Investigation Command and another, minus the grade and component to Department of the Army Inspector General. If controlled individuals are involved then these individuals will be processed by Special Management Division (SMD).

c. The reviewing agencies have 45 days to process the lists.

d. Once results are received from the reviewing agencies, the Officer Selection Board Policy Branch action officer will notify other Officer Division action officers of the completion, and the results.

e. Certification results will be included as part of the board results or appointment approval package provided to OSD.

**CHAPTER 16**

**BOARD PRODUCT CHECKLIST**

**Example 1, MOI Packet  
(Promotion/CSL/Key Billet/School).**

CHECK LIST

1. Bomber Cover Sheet
2. Board Checklist
3. DMPM Forwarding Memo to Secretary Army
4. MOI
5. Annex A (Eligibility Requirements)
6. DA Memo 600-2/ DA Memo 600-4, DoDI 1320.14
7. MILPER/Zone Message

**Example 2, Membership Packet  
(Promotion/CSL/Key Billet/School)**

CHECK LIST

1. Bomber Cover Sheet
2. Board Checklist
3. Form 5
4. DMPM Membership Memo to DA SEC
5. Board Letters from DMPM
6. ORBs of Board Members
7. Board Matrix
8. Board stats
9. Previous Membership
10. Joint Staff Appointment of Member(s) Memo(s)

**Example 3, Results Packet.  
Promotion/CSL/Key Billet/School**

CHECK LIST

1. Bomber Cover
2. Board Check List
3. DMPM Forwarding MEMO to SA (CSA or G1), including Red CAT/EO stats
4. ACTION MEMO from SA to PDUSD or from DMPM to the approving authority
5. Board Report(s)
6. Statistics
7. DMPM Board Membership Appointing Memo
8. After-Action Report with Show Cause
9. MOI
10. MILPER/Zone Message

**Example 4, Recess Packet.  
Promotion/CSL/Key Billet/School**

CHECK LIST

1. Blue Folder

2. Board AAR
3. Board Stats (Joint & Acquisition when applicable)
4. Talking Points
5. Membership w/BP Bio
6. MOI

**Example 5, AAR Packet.  
Promotion/CSL/Key Billet/School**

CHECK LIST

1. Bomber Cover
2. DMPM Forwarding Memo
3. Board AAR
4. Show Cause Attest Roster
5. Not Fully Qualified Attest Roster

NOTE: Prepare a copy of any Show Cause information for delivery to Retirements & Separations Branch when delivering AAR to CG, HRC.

**CHAPTER 17**

**OFFICER BOARD POLICY BRANCH  
REPORTING REQUIREMENTS**

17-1. Commissioned Officer Promotion Reports (COPRs) and Procedures

- a. Reference. DODI 1320.13.
- b. Report is an annual report to OSD PR using the accompanying memo at Table 17-1.

TABLE 17-1

COPR Annual Report

DAPE-MPO-S

MEMORANDUM THRU PRINCIPAL DEPUTY, ASSISTANT SECRETARY OF THE ARMY (MANPOWER AND RESERVE AFFAIRS)

FOR THE UNDER SECRETARY OF DEFENSE (PERSONNEL AND READINESS)

SUBJECT: Fiscal Year 2006 Commissioned Officer Promotion Report

1. The purpose of this memorandum is to provide information about the Army's promotion opportunity and timing in compliance with Department of Defense Instruction 1320.13, "Commissioned Officer Promotion Reports (COPRs) and Procedures."
2. The Army competitive category (ACC) includes promotion for basic branches to the rank of Colonel. On the Lieutenant Colonel and Colonel promotion boards, officers on the Active Duty List (ADL) are seen in four separate categories; Operations (OP), Operational Support (OS), Information Operations (IO), and Information Systems (IS).
3. The Army Medical Department (AMEDD) officers are promoted and boarded separately from the ACC. The Judge Advocate General Corps (JAG) and Chaplain Corps (CH) are also boarded and promoted separate from the ACC and AMEDD officers.
4. Officers on the Reserve Active Status List (RASL) are seen by the Army Promotion List (APL) boards which includes promotion for basic branches to the rank of Colonel. AMEDD and CH officers are promoted and boarded separately from the APL boards.
5. An After Action report is provided to the Secretary of the Army on the conclusion of each ADL and RASL officer promotion board. The comments are screened by the Secretary of the Army and as appropriate forwarded to the Commanding General, Human Resources Command, for action.
6. The promotion opportunity and timing for officers on the ADL is at paragraph 2-5
7. Officers on the ADL are promoted based on current needs and requirements. Officers on the RASL are promoted based on force requirements. The promotion opportunity may be different across categories, but remains similar within the individual categories based on our five year plans for ADL and RASL officers.

8. The Secretary of the Army interviewed the board presidents of the FY05 Brigadier General and Major General. The administration of the boards was discussed as well as ensuring that the boards are being conducted in accordance with applicable law, regulations, instructions and administrative issuances.

9. An annual review of the content of the administrative briefings provided to promotion selection boards is conducted by the DA Secretariat for Boards to ensure that they are consistent with and do not alter the substantive guidance provided by the Secretary of the Army to the board. Any briefings that were adjusted or needed changes for the next year are staffed to ensure changes are not legally objectionable. The one change made at the end of the FY05 boards was on the joint brief; the brief now includes all explanations for joint reporting requirements in accordance with DODI 1300.20.

10. The Secretary of the Army designated officers to serve as recorders for the promotion selection boards convened under Section 611(a) and 14101 (a) of 10 U.S.C. The DA Secretariat for Boards ensures that at least one board recorder is present during all board deliberations. The Secretary of the Army approves the annual training program that includes the duties and responsibilities of board recorders to assist the board president in ensuring that the board complies with law and this Instruction.

11. The Active Army strength limitations for officers in the grade of major set by the DOPMA tables for FY06 has been suspended..

Report format follows:

**SERVICE COMPONENT:**

Army

**ACTIVE DUTY LIST:** Yes

**FOR:** FY06 Colonel,  
AMEDD

**COMPETITIVE CATEGORY:** MEDICAL SERVICE CORPS

		<i>IN THE PROMOTION ZONE</i>			<i>BELOW THE PROMOTION ZONE</i>			<i>ABOVE THE PROMOTION ZONE</i>			<i>PROMOTION TIMING (YEARS/MONTHS) IN THE PROMOTION ZONE</i>		<i># TWICE FAILED AND SELCON FROM ABOVE THE PROMOTION ZONE</i>		
		SEL	CON	%	SEL	CON	%	SEL	CON	%			SEL	CON	%
<b>PAY GRADE</b>															
From	To														
O5	O6	29	59	49.2%	1	66	1.5%	7	68	10.3%	22	4	N/A		

17-2. Frocking of Commissioned Officers Report

a. Reference. DoD Directive 1334.2, dated 12 February 2002 and AR 600-8-29, and Officer Promotions, dated 25 February 2005.

b. Report is required semi-annually to the Office of the Secretary of Defense (Personnel and Readiness, (OSD PR), NLT the 15<sup>th</sup> of April and October using the memo and format provided at Table 17-2. The ACC Officer Promotions AO solicits this report from Promotions Branch, AHRC between the 1<sup>st</sup> and 5<sup>th</sup> of April and October. The AO will submit reports via a brown bomber with the following routing: Branch Chief, Division Chief, Deputy Director of Military Personnel Management, Director of Military Personnel Management, to Principal Deputy Under Secretary of Defense (Personnel & Readiness).

c. The Title 10 U.S.C. § 777 restricts to 2 percent of the total grade for COL the number of LTC (promotables) who can be frocked to COL. The limitation for frocking is based on Army end strength.

HRC, Promotions Branch manages the frocking allocation process for Senior Leader Development (SLD) action on requests for frocking to the grade of colonel.

d. Requests for frocking to COL are sent through HRC Promotions Branch to SLD for action. Prioritization for frocking to COL is as follows: (1) International; (2) Joint; (3) CSL command, project managers; (4) Army staff and Army non-CSL commands, division chiefs of staff and deputy commanders.

e. Army policy for frocking in the grades of MAJ through COL must meet one or more of the following criteria: (1) only when the interest of the U.S. and the image of the U. S. Army would otherwise be severely jeopardized (2) an officer's performance of duties would be severely restricted by wearing the lower grade of rank (3) officers in foreign areas whose routine duties required frequent contact with high level military or civilian foreign officials; (4) officers in Joint-duty positions; (5) command and DA-identified project/product manager positions and (6) PMS/CGSC instructors.

f. The following conditions pertain to frocking:

(1) Officer must be on a Senate approved promotion list. Title 10 U.S.C § 777(b) says "an officer may not be authorized to wear the insignia for a grade unless the Senate has given its advice and consent to the appointment of the officer to that grade." Promotions to captain or to any warrant officer grade do not need the consent of the Senate; therefore there are no provisions for frocking to those grades.

(2) The officer must be serving in, or has orders to serve in, a position at that grade.

(3) Officer must not be under a suspension of favorable personnel action.

(4) Request must originate with or have the concurrence of the gaining organization.

TABLE 17-2

Frocking Semi-Annual Commissioned Officers Report

MEMORANDUM FOR THE PRINCIPAL UNDER SECRETARY OF DEFENSE FOR  
PERSONNEL AND READINESS

SUBJECT: Statutory Restriction on the Wear of Insignia for Higher Grade Before Promotion

The purpose of this memorandum is to forward the Army's semi-annual report for the period ending 30 April 2007. Current and pending frocking actions are below the ceilings for colonels (two percent of grade ceiling), lieutenant colonels (one percent), and majors (one percent).

Approved Requests

Grade	Category				Total Frockings	FY06 Frocking Ceiling
	International Environment	Joint Duty	Command	Other		
Frocked to:						
O-6						
O-5						
O-4						

Pending Requests

Grade	Category					FY06
	International Environment	Joint Duty	Command	Other	Total Frockings	Frocking Ceiling
Frocked to:						
O-6						
O-5						
O-4						

17-3. Officer Selection Board Quarterly AAR. As stated in Chapter 4, the DCS, G-1 will produce a quarterly AAR summary, as required, for the SA that highlights significant board AAR comments for further analysis and possible implementation by HRC, HRC-STL, NGB, OCAR, special branches, and DACM.

a. The report is due to the DMPM NLT 15<sup>th</sup> of the month following each fiscal year quarter. The Officer Selection Board Quarterly AAR AO solicits input from all Board Room AOs, AC and RC, via email NLT 10 days prior to the end of each quarter. The suspense for this information is NLT third day of the month after completion of the quarter. The Board Room AOs will only provide information that is reported in Officer Selection Board AARs and only for boards that were released during the subject quarter. The AAR AO will consolidate the information into two information papers: one AC and one RC. The AAR AO will submit the reports via a HQDA Form 5 in a bomber folder with the following routing: Br Ch, Div Ch, DDMPM, DMPM, ASA(M&RA). The ASA(M&RA) reviews and approves the quarterly AAR report and will brief the SA on any issues requiring his decision.

b. Sample Format. See Table 17-3.

**TABLE 17-3**

SAMPLE QUARTERLY AAR  
INFORMATION PAPER

DAPE-MPO-S  
2 April 2007

SUBJECT: DA Selection Board Quarterly After Action Report (AAR) – [Active][Reserve] Component

1. Period Covered: Boards released during 2nd Quarter, FY 2007 (January – March 2007).
2. Major AMEDD Promotion Board (released 16 January 2007).
  - a. Comment. No significant issues.
  - b. Corrective Measure. N/A.
3. Army Competitive Category Captain Promotion Board (released 8 February 2007).
  - a. Comment 1. State the 1<sup>st</sup> issue presented by the board.
  - b. Corrective Measure 1. State how the appropriate agency (e.g. DA Secretariat for Boards, HRC proponent) corrected that action or what actions have been taken to correct the issue.

- c. Comment 2. State 2<sup>nd</sup> issue.
- d. Corrective Measure 2. State corrective action(s) for 2<sup>nd</sup> issue.

MAJ Action Officer/695-XXXX  
Approved by: \_\_\_\_\_