



DEPARTMENT OF THE ARMY
U.S. ARMY HUMAN RESOURCES COMMAND
1600 SPEARHEAD DIVISION AVENUE, DEPT 400
FORT KNOX, KY 40122-5400

AHRC-PDZ-A

29 JUN 2016

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Promotion Lists for Fiscal Year (FY) 2016, Major (MAJ), Judge Advocate General's Corps (JAGC), Army Reserve Active Guard Reserve (AR AGR) and Army Reserve Non-Active Guard Reserve (AR Non-AGR) Competitive Categories, Promotion Selection Boards

1. Reference: MILPER Message 16-002, subject: Fiscal Year (FY) 2016, Major (MAJ), Judge Advocate General's Corps (JAGC), Army Reserve Active Guard Reserve (AR AGR) and Army Reserve Non-Active Guard Reserve (AR Non-AGR) Competitive Categories, Promotion Selection Boards, 05 JAN 16.

2. General:

a. Fiscal Year (FY) 2016, Major (MAJ), Judge Advocate General's Corps (JAGC), Army Reserve Active Guard Reserve (AR AGR) and Army Reserve Non-Active Guard Reserve (AR Non-AGR) Competitive Categories, Promotion Selection Boards convened on 05 APR 16 and recessed on 07 APR 16. The Principal Deputy Under Secretary of Defense (Personnel and Readiness) approved the board report on 22 JUN 16.

b. Enclosure 1 contains The Secretary of the Army's instructions to the board.

c. Upon receipt of these lists and at your discretion, you may give the lists to your personnel officer in order to allow sufficient time to identify officers recommended and considered within your command. Officers who were not selected for promotion may be so informed no earlier than one day prior to the official release date.

d. Please ensure the lists are kept "CLOSE HOLD" until you are authorized to release. Army Regulation 135-155, Paragraph 4-2(b), prohibits the public notification to officers not recommended for promotion until the day prior to the official release. I am sure you agree with the importance of taking positive measures to avoid premature disclosure of the lists.

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3. Summary of Board Actions:

Previously Considered Selection%	First Time Considered Selection %	Below Zone Selection %	ROPMA Opportunity %
AR AGR, MAJ JAG 0%	100%	0%	100%
AR Non-AGR, MAJ JAG 22%	64%	0%	90%

4. Promotion Lists:

a. HQDA no longer publishes DA Memo 600-4, Policies and Procedures for Reserve Components Officer Selection Boards, but it is available on the Army Publications Directorate website at: <http://www.apd.army.mil>.

b. HQDA no longer publishes the Board Membership, as Colonel and below board members are not considered public figures. General Officers are considered public figures; however, they will be afforded the same privacy as Colonels and below.

c. Enclosure 2 contains the names of officers selected by the board who are withheld from nomination due to an open investigation or are pending adjudication of derogatory information furnished by Criminal Investigation Division, and/or Department of the Army Inspector General, and/or information obtained from the restricted portion of the Army Military Human Resource Record. If an officer in your command is listed on this enclosure, trusted agents, Military Personnel Divisions (MPD), Director of Human Resources (DHR), Military Human Resource (MIL HR) Offices, and S1s will direct their questions to Officer Promotions Special Actions, AHRC-PDV-PS, at either DSN 983-9010, commercial 502-613-9010, or via email at usarmy.knox.hrc.mbx.tagd-opa@mail.mil respectively. A case manager will be assigned by U.S. Army Human Resources Command (HRC) to provide withheld officers instructions and a projected timeline. Trusted agents will ensure that officers listed within this enclosure are notified of their withheld status by their chain of command the day prior to public release (along with non-selects). Upon public release of the board results, HRC will FLAG the officers

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listed on Enclosure 2 in RDMS, and send them a copy of their signed DA Form 268 (FLAG), along with the available adverse information that has triggered their withhold and potential promotion delay. While the names of officers will appear on the official release, they will not be promoted until their issue is favorably adjudicated. **Trusted agents will not publicly release, copy, or download these names.**

d. Enclosure 3 contains the recommended list for each of the two competitive categories (AR AGR and AR Non-AGR) from above, primary, and below the zone. Enclosure 4 contains the total population considered for each of the two competitive categories (AR AGR and AR Non-AGR) from above, primary, and below the zone, except for below the zone not recommended. The format will be used to assist Commanders, MPD/DHR/MIL HR/S1s, and other authorized personnel for administrative purposes only. Do not publicly display the promotion lists in their entirety, as this format shows those officers who were considered and not selected for promotion. The AR AGR officers who were recommended for promotion will have their sequence number listed beside their name. The AR Non-AGR officers are not promoted by sequence number, and therefore do not have sequence numbers listed beside their name on either list.

e. The promotion lists are subject to additional administrative review and are not to be construed as promotion orders. Accordingly, individuals listed herein should not assume that the structure of a list or the presence of a name on a list constitutes a firm forecast for promotion. Promotions will be announced in HRC Orders.

f. Some officers selected by the board are not included in the enclosed promotion lists. Their names have been omitted as a result of administrative matters that affect the officers' status or promotion eligibility. Information concerning these officers will be made available only upon release of the enclosed lists.

g. Promotion sequence numbers reflect the precedence criteria outlined in AR 135-155 using appropriate data elements listed on each officer's name line in the enclosed recommended lists. If a data element used to assign a sequence number is incorrect, the MPD/DHR/MIL HR/S1s must initiate a data element correction in accordance with regulations and forward a request for re-computation of an officer's sequence number to Promotions Branch (AHRC-PDV-PO). Requests must identify the affected promotion list, the erroneous data element and include supporting documentation. Send requests to usarmy.knox.hrc.mbx.tagd-board-rc-officer-promotions@mail.mil.

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h. To preclude promotion of officers who are ineligible under the provisions of AR 600-8-2 and/or AR 135-155, Commanders will ensure continuing review of these lists until the lists are exhausted. Commanders will advise HRC Officer Promotions at usarmy.knox.hrc.mbx.tagd-board-rc-officer-promotions@mail.mil by electronic means of any ineligible officers listed and not previously reported as required by cited regulations.

i. Commander, HRC will remove from the lists those officers who separate or retire prior to being promoted without provision for reinstatement on the list if they subsequently return to the Reserve Active Status List.

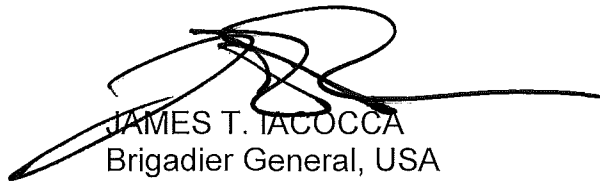
5. Counseling: Counseling for officers not selected for promotion is available through the officer's Commander or through the officer's HQDA career manager. Officers who desire counseling, or who request that information be provided to their Commanders, should contact their career manager.

6. Declination of Promotion: Commander, HRC will remove from the promotion list the name of any officer listed herein who declines promotion under provisions of paragraph 4-28, AR 135-155.

7. HQDA Point of Contact: The point of contact at this headquarters is Officer Promotions, AHRC-PDV-PO, at either DSN 983-9012, commercial 502-613-9012, or via email at usarmy.knox.hrc.mbx.tagd-rc-officer-promotions@mail.mil respectively.

BY ORDER OF THE SECRETARY OF THE ARMY:

Encls
as



JAMES T. IACOCCA
Brigadier General, USA
The Adjutant General

DISTRIBUTION:
Select Commanders



SECRETARY OF THE ARMY
WASHINGTON

01 MAR 2016

MEMORANDUM FOR PRESIDENT AND BOARD MEMBERS

SUBJECT: Instructions for the Fiscal Year 2016 (FY16), Major (MAJ), Army Reserve Active Guard Reserve (AR AGR) and Army Reserve Non-Active Guard Reserve (AR Non-AGR), Judge Advocate General's Corps (JAGC) Competitive Categories, Promotion Selection Boards (PSB)

1. Authority. These selection boards are convened under the provisions of 10 U.S.C. Section 14101(a), to consider eligible Army Reserve captains for promotion to the grade of MAJ in the AR AGR and AR Non-AGR, JAGC competitive categories. I have delegated the authority to convene and recess these boards to the Deputy Chief of Staff, G-1 (DCS, G-1), or his designated representative (usually the Director of Military Personnel Management, (DMPM)).

2. Membership.

a. You have been appointed to serve on this board because the Army has confidence in your ability to recognize those officers who will make the greatest contribution as Army leaders in the years ahead. The objective of the selection process is to meet the leadership and management needs of the JAGC, the Army and the Department of Defense by selecting those officers who have best demonstrated leadership, effectiveness, and potential for service at higher levels. Your collective responsibilities as board members are, therefore, vital to the future of our Army.

b. Bear in mind the serious nature of board duty and your obligation to ensure these proceedings remain above reproach at all times. The oath you have taken obliges you to ensure that all eligible officers are considered without prejudice or partiality. You will adhere to that oath and to all governing laws, directives, regulations, written administrative instructions regarding board procedures, and these instructions in selecting officers who meet the needs of the Army, as outlined here. You will be choosing the officers who will lead and shape the future of our Army over the next 10-15 years.

3. Selection Objectives. Eligibility criteria of the officers under consideration, selection objectives and unique requirements are at Annex A and Annex B.

4. Guidance. There are many qualities that I seek in all of our leaders. Because we live and operate in a complex world, it is difficult to predict the exact combination of challenges our forces and leaders will be called upon to defeat. We must remain regionally engaged and field globally responsive land forces capable of unprecedented

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overmatch to win across the range of military operations. Army leaders should be innovative and adaptive capable of leading the Army in an uncertain and complex world. We seek leaders who are defined by their strength of character, competence in a broad range of environments, and an unshakable commitment to the Army. While I understand that the job you are undertaking is difficult, reviewing and choosing future leaders is our most important job. In fulfilling this important task, you should use the following points of reference and general guidance:

a. **The Army Profession.** Professional character is the foundation of our strength and the basis of successful leaders. Officers must serve as consummate examples of the Army Profession. Our leaders must preserve the foundation of our Army's strength by demonstrating the character, competence, and commitment that are the hallmarks of our Army profession. The bedrock of our profession is trust: between Soldiers, between Soldiers and leaders, between Soldiers and their Families with the Army, and between the Army and the American people. We need leaders who forge unyielding commitment to the Army Profession and maintain absolute trust with their subordinates, their peers, their superiors, our Families, the Army, and the Nation.

b. **Character.** Officers have a uniquely important responsibility to understand their Constitutional role and that of our elected and appointed civilian officials. Board members should select officers whose words and deeds are in full accord with their oath of office, to support and defend the Constitution, without any mental reservation or purpose of evasion. Look for leaders who show empathy in leading and caring for Soldiers, Army Civilians, and Army Families and, in doing so, do not condone harassment in any form, to include sexual harassment. Further, board members should select only those officers who best embody the Warrior Ethos and the Army Values, who get results through positive leadership and whose actions, both on and off duty, reflect the highest credit on the Army as an institution. Our officers must be exemplars of good character in all these respects.

c. **Warrior Ethos and Service Ethos.** The Warrior Ethos refers to the professional attitudes and beliefs that characterize the American Soldier. It reflects a Soldier's selfless commitment to the nation, mission, unit, and fellow Soldiers. The Warrior Ethos is developed and sustained through discipline, commitment to the Army Values, and pride in the Army's heritage. Lived by Soldiers and supported by Army Civilians, the Warrior Ethos is the foundation for the winning spirit that permeates the institution.

d. **Diversity.** The strength of our Army comes from our diversity. Developing and maintaining qualified and demographically diverse leadership is critical for mission

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effectiveness. We need leaders who understand that unit effectiveness depends on the ability of people of different backgrounds to work together, while bringing the value of their diverse experiences to the mission. With a culture that embraces diversity, the Army is able to attract the best men and women from across the Nation, and to operate more successfully around the world. Army leaders, in particular, manage and promote diversity by creating and maintaining an inclusive environment where individual attributes are recognized, accepted, and most importantly, valued. They should demonstrate commitment to the professional development of their military and civilian subordinates and to growing diversity within the ranks. A diverse officer corps is critical to success in today's and tomorrow's conflicts because it is more likely to possess the cultural sensitivity and diversity of experience to win in a complex world.

e. Strategic Leadership. Our Nation will continue to face an increasingly uncertain and complex strategic environment. The complexity of our future operational environments will be characterized by multiple actors, chaotic conditions, asymmetric threats, rapidly changing technology and competition for wealth, resources, influence, identity and legitimacy. The range of challenges in this complex environment will include state, near-state and transnational threats, terrorism, criminality, cyber and information exploitation and WMD proliferation. Army leaders must be operationally adaptive to understand and win in this complex environment. It is your charter to select officers that demonstrate the capability of leading and running the Army in this environment. All Army leaders must be:

- (1) grounded in Army Values and the Warrior Ethos;
- (2) competent in their core proficiencies;
- (3) capable of operating across the range of military operations;
- (4) able to combine operational excellence with the ability to operate in joint, interagency, intergovernmental, and multinational environments to achieve unity of effort;
- (5) able to understand the socio-economic environment and culturally astute in order to successfully operate in complex, uncertain environments; and
- (6) courageous enough to see and exploit opportunities in the challenges and complexities of the operational environment.

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f. Leader Attributes. Look for leaders who are able to break out of habitual thought patterns and improvise; who challenge the conventional wisdom; and who ask hard questions and encourage others to do the same. Our leaders must be innovative and demonstrate creativity in generating new ideas and objectives. They must be able to lead Soldiers and influence others in achieving their target. Leaders must have the conceptual ability to adapt to changing situations and must successfully perform outside of their conventional training and experience.

g. Team Building and Leader Development. Our leaders should exhibit imagination in challenging subordinates while upholding standards and discipline. They should display the ability to build cohesive teams of subordinates who thrive in complex and uncertain environments, collaborate with peers, and understand how they contribute and are nested in the larger mission. The officers you recommend should demonstrate commitment to the professional development of their military and civilian subordinates.

h. Leading Change. We need leaders who are committed and willing to examine and develop new solutions in an uncertain and complex world. Give special attention to officers who can:

(1) innovate, conceptualize, chart strategy, and formulate policy, as opposed to those who can merely organize solutions to problems;

(2) provide the direction and force to shape outcomes, rather than react successfully; and

(3) recognize and adapt amidst uncertainty and ambiguity.

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

j. Education. You should also give particular attention to advanced degrees that meet Army needs and require significant investment of time or other resources to obtain, such as masters or doctorates. Advanced education programs and fellowships (civilian and military) and scholarships typically required 12 to 36 months to complete. These programs are intended to broaden our future leaders; therefore, the board must

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not penalize officers engaged in civilian education or fellowships. Examples of advanced education and fellowship programs include, but are not limited to:

- (1) degree completion program;
- (2) graduate education programs;
- (3) funded Legal Education Program
- (4) internships and fellowships (White House, Office of Congressional Legislative Liaison (OCLL), Office of the Secretary of Defense and Joint Chiefs of Staff Internships); and
- (5) others found in Block X of the Officer Record Brief

k. Experience. It is important that officers you select have the training to meet the current and future leadership requirements of both the Army and the Joint Force. To operate effectively at the strategic and national levels of government, it is critical to have the right officers leading our forces.

l. Officer Evaluation Reports (OER). On 1 April 2014, the Army introduced the new OER, which was designed to better assess performance based on leadership attributes and competencies, provide a clearer delineation of rater (performance) and senior rater (potential) responsibilities, eliminate pooling, and redefine the Senior Rater box label. The OER remains the primary tool for documenting officer performance and potential, and it is one data point in your assessment. The adoption of the new OER is a multi-year process. You should consider the entirety of an officer's file, using the whole-person concept, to assess all factors in the officer's record that bear on selection potential.

m. Marital Status. Board members will not consider the marital status of any officer under consideration, or the employment, education, or volunteer service of an officer's spouse. In addition, the law and DOD directives require that OERs not contain any information regarding the employment, education, or volunteer service of an officer's spouse or reflect favorably or adversely on an individual based solely on marital status. If any records contain such prohibited information, board members must disregard it.

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n. Soldier and Family Support. Seek the leaders who demonstrate support for Soldiers and their Families and understand and embrace the challenges of sustaining our all-Volunteer Force.

o. Operational Factors. Previously accepted rules and conventions regarding personnel management timelines may no longer apply. While 24 months in key positions has traditionally been optimal, performance and demonstrated potential in these positions is what is important, not the number of months spent in that position. The current operational environment has extended the time in leadership positions for some officers, while reducing the time in leadership positions for others. Operational factors affect the assignments all officers receive – the constraint of time, Army requirements, positions available, and unit readiness. View an officer's experience not in terms of one key assignment, but as a combination of many assignments and deployments over time.

p. Assignment Considerations. All assignments are important to sustain a trained and ready Army. Each career field has unique demands and serves an important Army need. The absence of combat experience or support of deployed forces, for example, should not be a basis for non-selection.

q. The Officer Personnel Management System is producing highly successful officers at the field grade officer level. All commands are vitally important to the Army's success in fighting and winning wars and I expect you to give commands in Table of Distribution and Allowances organizations equal consideration to commands in Table of Organization and Equipment units. You must assess the individual's record on the basis of performance, rather than on the circumstances that may have dictated the type of OPMS command to which the officer was assigned.

5. Equal Opportunity.

a. The success of today's Army comes from total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. People remain the cornerstone of readiness. To this end, equal opportunity for all Soldiers is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army, but is especially important to demonstrate in the selection process. To the extent that each board demonstrates that race, color, national origin, religion, sex, and sexual orientation are not impediments to selection for school, command, and promotion, our Soldiers will have a clear perception of equal opportunity in the selection process. The diverse backgrounds, ideas, and

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insights offered by Soldiers and citizens of all races and of both genders are a great source of strength for our Nation and our Army. We can best ensure that this source of strength endures by your strict avoidance of the consideration of any factors other than merit and ability as specified elsewhere in this memorandum of instruction in the selection of Soldiers for promotion and other favorable personnel actions.

b. You must be alert to the possibility of past personal or institutional discrimination - whether intentional or inadvertent - in the assignment patterns, evaluations, or professional development of all officers. Such discrimination may be unintentional, not motivated by malice, bigotry, or prejudice, and may have been the result of past service utilization practices. Indicators of discrimination may include disproportionately lower evaluation reports; assignments of lesser importance or responsibility; lack of opportunity to attend career-building military schools; gratuitous mention of race, color, national origin, religion, sex, and sexual orientation; or mention of an officer's organizational or institutional affiliations unrelated to duty performance and potential. Take these factors into consideration in assessing the degree to which an officer's record, as a whole, is an accurate reflection, free of bias, of that officer's performance and potential. The foregoing guidance shall not be interpreted as requiring or authorizing you to extend any preference of any sort to any officer or group of officers on the basis of race, color, national origin, religion, sex, and sexual orientation.

6. Additional Guidance.

a. Department of the Army Memorandum (DA Memo) 600-4, dated 9 February 2004, and Department of Defense Instruction (DoDI) 1320.14, dated 11 December 2013, provide administrative procedures, oath for selection board members, general requirements, guidance concerning the conduct of the selection board, disclosure of information, information to be considered or prohibited from consideration, criteria for selection, and information regarding officer evaluation reports. In addition, DA Memo 600-4 provides guidance on the factors to consider in determining the professional qualifications and future potential of individual officers. Prior to beginning board operations, the board president will review the contents in this Memorandum of Instruction (MOI) with all board members present, and confirm that they all understand the guidance expressed. The board will abide by this guidance and will not establish criteria other than those specified in this Memorandum of Instruction, DoDI 1320.14, and DA Memo 600-4.

b. Except as discussed in DA Memo 600-4, paragraph 8 do not communicate with anyone except a recorder or me concerning these boards. After the board report is

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signed and a draft After Action Review (AAR) is submitted to the DCS, G-1, board members are authorized to discuss board proceedings with the Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA(M&RA)), the DCS, G-1, or their representatives prior to recess. You will not disclose specifics pertaining to the selection or non-selection of individuals during such a discussion.

c. The board president is responsible for submitting an After Action Report to the Secretary of the Army. The AAR will highlight the collective observations, concerns, and recommendations of the board with regard to the selection. Observations on the adequacy and clarity of the MOI along with suggestions for improvements to this document will also be captured. The AAR must be substantive and succinct in nature.

d. As a board member you will familiarize yourself, and have present in the board room, DA Pam 600-3, Commissioned Officer Professional Development and Career Management, dated 3 December 2014 and DA PAM 165-17. In your duties as a board member, use DA Pam 600-3 not as specific selection criteria, but as a guide in your deliberations, keeping in mind the evolving strategic environment, and the broad range of tasks the Army performs.

e. Adverse Information.

(1) For the purpose of this instruction, adverse information is: any substantiated adverse finding or conclusion from an officially documented investigation or inquiry, or other official record or report.

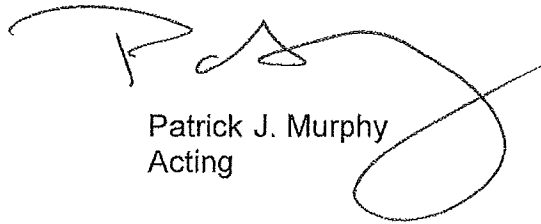
(2) A board may not recommend an officer for promotion unless a majority of the members of that board, after consideration by all members of that board of any adverse information about an officer that is provided to that board under the provisions of 10 U.S.C. § 14107, finds that the officer is among the officers best qualified for promotion to meet the needs of the Army consistent with the requirement of exemplary conduct set forth in 10 U.S.C. § 3583.

(3) Section 3583 states that all commanding officers and others in authority in the Army are required to show in themselves a good example of virtue, honor, patriotism, and subordination; to be vigilant in inspecting the conduct of all persons who are placed under their command; to guard against and suppress all dissolute and immoral practices, and to correct, according to the laws and regulations of the Army, all persons who are guilty of them; and to take all necessary and proper measures, under the laws, regulations, and customs of the Army, to promote and safeguard the morale,

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the physical well-being, and the general welfare of the officers and enlisted persons under their command or charge.

7. Conclusion. Thank you for your service as a member of this board. Your decisions will have a lasting effect on the Army. Our Soldiers, Families and Army Civilians deserve leaders with strength of character, competence in a broad range of environments, who are committed to the Army values, and who treat them with dignity, respect, and fairness at all times. This ethic is essential to a cohesive and disciplined Army. Just as you have been charged to make your selections without prejudice or partiality, so also must you select officers who adhere to these principles if we are to sustain an Army that can win our Nation's wars. I have great confidence in your ability to carry out this important responsibility.

A handwritten signature in black ink, appearing to read 'P. J. Murphy', with a large, sweeping flourish extending to the right.

Patrick J. Murphy
Acting

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as