

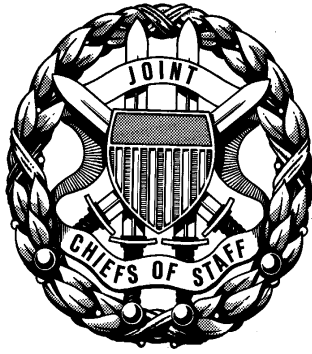
**CJCSI 1331.01D**  
**1 August 2010**

**MANPOWER AND  
PERSONNEL ACTIONS  
INVOLVING GENERAL AND  
FLAG OFFICERS**



**JOINT STAFF**  
**WASHINGTON, D.C. 20318**





# CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

DJS-G/FO

DISTRIBUTION: A, B, C, JS-LAN, S

CJCSI 1331.01D

1 August 2010

## MANPOWER AND PERSONNEL ACTIONS INVOLVING GENERAL AND FLAG OFFICERS

References: See Enclosure H.

1. Purpose. This instruction implements Department of Defense (DOD) policy and provides guidance for the effective management of general/flag officer (G/FO) actions involving joint duty assignments (JDAs) or positions of importance and responsibility per Title 10, United States Code (10 USC), and DOD policy and directives.
2. Cancellation. CJCSI 1331.01C, 22 July 2005, is hereby canceled.
3. Applicability. This instruction applies to the Military Departments, the Joint Staff, the unified combatant commands, Defense colleges, the Defense agencies, the DOD Field Activities, U.S. elements of the combined commands and other DOD components and Federal agencies to which general and flag officer may be assigned.
4. Policy. G/FO joint management is directed by provisions of 10 USC, DOD directives, and instructions as implemented by this CJCSI.
5. Definitions. See Glossary
6. Responsibilities. Enclosures A through E provide responsibilities of Military Services, joint organizations, and activities.
7. Summary of Changes. This instruction updates the authorized ceilings for G/FO structure spaces and grades. It also includes the most recent changes to 10 USC and OSD policy with respect to general and flag officer matters.
8. Releasability. This instruction is approved for public release; distribution is unlimited. DOD components (to include the combatant commands), other Federal agencies, and the public may obtain copies of this instruction through

the Internet from the CJCS Directives Home Page--  
[http://www.dtic.mil/cjcs\\_directives](http://www.dtic.mil/cjcs_directives).

9. Effective Date. This instruction is effective upon receipt.

For the Chairman of the Joint Chiefs of Staff



B. E. GROOMS  
RADM, USN  
Vice Director, Joint Staff

Enclosure(s):

- A -- Joint General/Flag Officer Management
  - Appendix A -- Joint Pool Management
  - Appendix B -- Example of Joint Tour Length Waiver
  - Appendix C -- Example of Joint Tour Length Waiver for Officer Already Departed Position
- B -- Personnel
  - Appendix A -- Example of Time-In-Grade Waiver for Retirement
- C -- Training Requirements
  - Appendix A -- Example of Capstone Waiver Requests
- D -- General/Flag Officer Management Tools and Nomination Procedures
  - Appendix A -- Example of Nomination Package
  - Appendix B -- Nomination Coordination Matrix
- E -- Promotion Board Reports
  - Appendix A -- Definitions of Zones and Determination of Most Competitive Opportunity for Selection
  - Appendix B -- Statistics Reports
  - Appendix C -- Example of Joint Representative Request
  - Appendix D -- Example of Promotion Board Package
  - Appendix E -- Information Required by J1 for Generating JMIS Promotion Board Reports
- F -- General and Flag Officer Frocking
- G -- Process to Determine Significant Joint Duty Experience for Selected Reserve and National Guard Officers
  - Appendix A -- Reserve Component Joint Experience Worksheet Matrix
- H -- References
- GL -- Glossary

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ENCLOSURE A

JOINT GENERAL/FLAG OFFICER MANAGEMENT

1. Joint Duty Assignment List (JDAL)

a. The JDAL is a consolidated listing of standard joint duty assignments (S-JDA). The duties involve matters related to the achievement of unified action by multiple military forces in operations conducted across domains such as land, sea, air, in space, or in the information environment. This includes matters relating to national military strategy, strategic planning and contingency planning, command and control of operations under unified command, national security planning with other departments and agencies of the United States, and combined operations with military forces of allied nations. In the context of joint matters, the term “multiple military forces” refers to forces that involve participants from the Armed Forces and one or more of the following: other departments and agencies of the United States, the military forces or agencies of other countries, non-governmental persons or entities.

(1) Only permanent S-JDA positions where an officer gains significant experience in joint matters, as described above, may be designated as JDAL positions.

(2) The JDAL is the position management file of Joint Manpower Information System (JMIS) and is managed by the Chairman of the Joint Chiefs of Staff.

b. Throughout the joint manpower process (JMP), all joint organizations and activities will propose to the Director, Joint Staff, Joint G/FO Matters Office, additions, deletions and changes to the JDAL affecting G/FOs, including changes of critical joint duty assignments. Appendix A to Enclosure A discusses in detail the process of adding and subtracting positions to the joint pool. Significant changes to duties or position titles for three- and four-star positions require that the position be re-designated by the President as one of importance and responsibility with the advice and consent of the U.S. Senate under 10 USC 601.

c. Changes to the JDAL, by delegation and DOD policy, the Principal Deputy Under Secretary of Defense for Personnel & Readiness (PDUSD(P&R)) shall approve the JDAL based on recommendations of the Deputy Under Secretary of Defense for Military Personnel & Policy (DUSD(MPP)) and the Chairman of the Joint Chiefs of Staff. The position management file of the JMIS will constitute the official statement of JDA positions and modified only in consonance with the approval authority specified above.

d. Joint reserve component and key billets have recently been added to the JDAL. Changes to these positions follow the same procedures, however they do not require PDUSD(P&R) approval. Proposed joint growth in the reserve component or key billets requires SecDef approval.

2. Joint Duty Assignment (JDA). A JDA is an assignment that provides significant experience in joint matters as defined by 10 USC 668. There are two types of JDAs as defined by DOD Instruction (DODI) 1300.19:

a. Standard Joint Duty Assignment (S-JDA): An assignment that meets the tour length requirement prescribed in 10 USC 664(a).

b. Experience-based Joint Duty Assignment (E-JDA): Such other assignments and experiences that demonstrate an officer's mastery of knowledge, skills, and abilities in joint matters, as determined under such regulations and policies as prescribed by the Secretary of Defense. E-JDAs may be shorter in duration; therefore, they may be aggregated to achieve the equivalent of a full tour of duty in an S-JDA.

c. Joint Qualifications

(1) Effective 1 October 2008, only officers designated as a Joint Qualified Officer (JQO) (Level III) are eligible for appointment to the grade of O-7 (brigadier general or rear admiral (lower half) (for the Navy).

(a) To achieve Level III, an officer must be awarded full joint duty credit or earn 36 joint experience points (at least 12 that were earned since award of Level II) and successfully complete JPME II. USD(P&R) is the approval authority. See reference a Enclosure 3, Table E3.T1 for further details.

(b) Until September 2010, officers may be designated as a Level III JQO without previously receiving a Level II joint-qualification, as long as the officer has completed JPME Phase I and II and accrued at least 36 joint qualification points or received full joint duty credit from an assignment in a JDAL position.

(2). To achieve Level IV JQO, a G/FO previously designated as a Level III JQO must accrue 24 additional joint qualification points or have been awarded full G/FO joint duty credit from an assignment and successfully complete Capstone. See reference a Enclosure 3, Table E3.T1 for further details.

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(a) USD(P&R) is the approval authority for Level IV designation. The Military Services request Level IV designation via memorandum to USD(P&R) and through the Chairman, Joint Chiefs of Staff.

(b) Until 30 September 2010, G/FOs may earn Level IV G/FO joint qualification without previously being designated as a Level III JQO as long as the officer completed JPME II, Capstone and accrued 24 joint qualification points or earned full G/FO joint duty credit from an assignment in a G/FO joint billet.

### (3) Joint Qualification Points

(a) Joint qualification points are based on a formula that accounts for the type, intensity/environment, and duration/frequency of the joint experience.

(b) See reference a Enclosure 3.4 for a further explanation of the point accrual formula.

### (4) Procedures for Requesting Points Under the Joint Qualification System (JQS):

(a) The Joint Staff General/Flag Officer Matters office will periodically convene JQS boards to recommend the awarding of points to eligible G/FOs. The Services will use results of the board to request JQO designation to USD(P&R).

(b) In addition, eligible G/FOs may self-nominate for points to achieve the 24 needed for Level IV, or if waived to the rank of O-7, Level III. G/FOs should self nominate through their service G/FO office who will forward the necessary information to the Joint Staff G/FO for inclusion in the next board.

### 3. Critical Standard Joint Duty Assignment (Critical S-JDA)

a. A critical S-JDA is a position that, considering the duties and responsibilities of the position, it is highly important that the occupant is particularly trained in, and oriented toward, joint matters.

b. According to 10 USC 661(d)(3)(A), the Secretary shall ensure that, of those joint duty assignment positions that are filled by general or flag officers, a substantial portion are among those positions that are designated as critical S-JDA assignment positions.

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c. Heads of joint organizations and activities may submit requests to designate positions as critical S-JDAs, or remove specific critical S-JDAs from the critical list. Requests should be sent to the USD(P&R) through the Chairman of the Joint Chiefs of Staff, via the Joint G/FO Matters Office.

d. Requests to designate a position as a critical S-JDA must be justified. Critical S-JDAs are identified in a separate section of the G/FO portion of the JDAL. The JDAL shall be published as needed, but at least annually.

e. Critical positions are not necessarily the most key and essential billets in an activity. Considerations for designating a billet as critical include:

(1) Billet prerequisites. Avoid technical or specialized skill positions. Do not overlap with other critical S-JDAs.

(2) Parity among Defense agencies.

(3) Distribution within the organization. Avoid deputies and vice positions when principal is critical.

f. Critical S-JDA Requirements. As of 1 October 2007, only JQOs, formerly known as Joint Specialty Officers, may serve in a critical S-JDA position, unless waived under the provisions of 10 USC 661(C)(2). Incumbents must have significant joint experience and be best fitted for the billets by virtue of requisite background.

(1) Reassignment of JQOs. Joint organizations and activities will not permanently reassign (other than for cause) JQOs filling critical S-JDA positions without the concurrence of the respective Service.

(2) Non-JQO in critical S-JDA. By law, 10 USC 661(C)(2), only JQOs may fill critical S-JDA positions unless the Secretary of Defense grants a waiver. The Chairman of the Joint Chiefs of Staff, under delegated authority and on a case-by-case basis, may waive the assignment of a non-JQO to a critical S-JDA, 10 USC 661(C)(2). However, only the President may waive this requirement for G/FOs nominated for critical S-JDA combatant commander positions, 10 USC 164(a)(2).

4. Dual-Hat JDA. In a dual-hatted position, the incumbent officer has responsibilities to the officer's Service and to a joint, combined, or international activity. Approved dual-hatted positions are identified as such in reference c. To consider recommended inclusion on the JDAL, the dual-hatted position must meet the following criteria:

a. USD(P&R) must approve the inclusion of the position on the JDAL.

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b. A preponderance of the incumbent officer's duties must be in the joint, combined, or international activity.

c. The incumbent officer receives a performance evaluation or evaluation input from an officer of the joint, combined, or international organization or activity. The evaluation is included in the officer's official personnel records. Additional information such as a rating form, letter, or other formal correspondence from an official of the parent Service, addressing the officer's in-Service performance, may be attached to the performance report for the applicable rating period.

d. The officer is formally assigned to an authorized position in the joint, combined, or international activity.

5. Cross-Department JDA (detailed position). In this assignment, a G/FO serves full-time duties with another Military Department or with the armed forces of another nation. All the following criteria of the cross-department definition must be met for a position to be recommended for inclusion on the JDAL:

a. The position must meet the JDA definition.

b. A preponderance of the incumbent officer's duties must be in joint matters.

c. The incumbent must receive an official performance evaluation or evaluation input from an officer of the host department. An evaluation from a Service that is a part of the host department or host nation is included in the officer's official personnel records. The requesting Service may establish review procedures to ensure that performance evaluations comport with its policies and procedures.

d. The position must be approved in the requesting Service and have been transferred to an outside department account, i.e., formally assigned to a position outside the Military Department. For officers assigned to another Military Department, this means assignment to a position in the Department where serving.

6. U.S. Delegation to the United Nations Military Staff Committee

a. Article 47 of the UN Charter provides for a UN Military Staff Committee (UNMSC), comprised of the chiefs of staff of the Security Council's permanent members or their representatives, to advise the Security Council. The Chairman of the Joint Chiefs of Staff, pursuant to 10 USC 153, has the responsibility for determining U.S. representation to the UNMSC. 10 USC 711 provides that the President, by and with the advice and consent of the Senate,

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may appoint an officer of the Army, an officer of the Navy or Marine Corps, and an officer of the Air Force as senior members of the UNMSC. An officer so appointed has the grade of lieutenant general or vice admiral, as the case may be, while serving under that appointment.

b. The Director, J-5, Joint Staff, has been designated by the Chairman of the Joint Chiefs of Staff as the CJCS representative, pursuant to CJCS authority in 10 USC 153. The Director, J-5, may be appointed a senior member per 10 USC 711 and entitled to the 37 USC 414 personal money allowance as a senior U.S. member of the UNMSC. To assist the Chairman of the Joint Chiefs of Staff, representatives from the Joint Staff will be assigned additional duty as UNMSC representatives. Other representatives from the Services, combatant commands, joint agencies, and the Joint Staff will be assigned to augment the UNMSC when specialized assistance is required.

#### 7. Authorized Strength for General/Flag Officers on Active Duty

a. The number of G/FOs on active duty not to be exceeded for each Service is specified in 10 USC 526(a). This number is further modified by subsequent iterations of the National Defense Authorization Act.

b. 10 USC 526(b) authorizes the Secretary of Defense to designate a pool of up to 324 general/flag officer joint duty assignment positions. The Secretary of Defense has authorized the Chairman of the Joint Chiefs of Staff to manage 294 of 324 positions. These positions are JDAs and are excluded from the limits above. Officers in positions so designated shall not be counted for the purposes of the strength limitations.

c. The Joint G/FO Matters Office maintains "headspace tracker" reports that reflect each Service's total G/FO strength and reflects O-9 and O-10s, by name. Service general officer management officers (GOMOs) and flag officer detailers update this information regularly, but not later than the first day of each month.

d. Per 10 USC 661(c)(6), the number of G/FOs on active duty at the same time who were selected for the joint specialty while holding a general or flag officer grade and for whom a waiver for JPME was granted is limited to 32. Service GOMOs/FO detailers provide this information to the Joint G/FO Matters Office on a monthly basis.

e. 10 USC 527 provides the President of the United States the authority to suspend strength and grade limitations provided for under Sections 523, 525, and 526 during a time of war or national emergency. Executive Order 13223, dated 14 September 2001, delegates this authority to the Secretary of Defense, and further delegates to the Service Chiefs by the Secretary of Defense delegation memorandum of 13 February 2003. So long as the war or national



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emergency continues, any such suspensions may be extended. If not ended sooner, any such suspension ends on the last day of the two-year period beginning on the date on which the suspension (or extension thereof) takes effect, or on the last day of the one-year period beginning on the date of the termination of the war or national emergency.

#### 8. Chairman's Reserve Positions

a. The Chairman's Reserve positions (formerly known as Chairman's 10) are reserve component designated positions in the grades of either O-7 or O-8, in the unified and specified combatant commands. (10 USC 526(b)(2)(A) further modified by NDAA 2008)

b. Chairman's Reserve positions are considered JDAs and managed accordingly. (10 USC 526(b)(2), 10 USC 664(a), DODD 1300.19)

c. Officers selected for the Chairman's Reserve positions do not count against active duty general or flag officer end-strength. All Service Secretaries must submit nominations and the CJCS evaluates their performance, and the Secretary of Defense selects. (10 USC 526(b)(2), 10 USC 12004(b), (c)(1) and (d))

d. Age and time-in-grade restrictions apply. (10 USC 14508, 10 USC 14510 and 10 USC 14511)

#### 9. Distribution of Commissioned Officers on Active Duty in General/ Flag Officer Grades (10 USC 525)

a. The Fiscal Year 2006 National Defense Authorization Act amended 10 USC 528, to exclude up to five G/FOs serving in the Office of the Director of National Intelligence from grade and strength ceilings specified in 10 USC 525 and 526, when designated by agreement between the Secretary of Defense and the Director of National Intelligence. The agreement memorandum signed 8 April 2008 designates three of these exempt positions as the Director of the Intelligence Staff; Office of the Director of National Intelligence; Deputy Director, Strategic Operations Planning; National Counterterrorism Center; and the Assistant Deputy Director, Joint Interagency Cyber Task Force/Assistant Secretary for Cyber Security and Communications, Office of the Director of National Intelligence. The two additional positions will remain available to cover potential future requirements.

b. All exempt positions are included in the total authorized G/FO strength and drawn from the authorized O-8 population.

## 10. Three- and Four-Star Headspace

a. If an officer's last active duty assignment is a joint three- or four-star position, that officer will retain the joint headspace until the last duty day in the position, which may not be more than 60 days prior to the effective retirement date.

b. 10 USC 601(b)(4) provides that, pending retirement, the O-9 or O-10 grade may be held for no more than 60 days following departure from the position of importance and responsibility while awaiting retirement. The 60-day period begins on the day the officer is relieved from the position. On the 61st day, the officer will revert to the permanent grade (normally two-star), until retirement at the grade approved by the Secretary of Defense. Should an officer exceed the 60-day limit while waiting retirement, that headspace will become available for the replacement on the 61st day.

## 11. Positions of Importance and Responsibility

a. Under 10 USC 601, the President may designate positions of importance and responsibility authorized to carry the grade of general, admiral, lieutenant general, or vice admiral. Officers assigned to positions of importance and responsibility have the grade specified for that position if they are appointed by the President of the United States, by and with the advice and consent of the Senate. Nominations for appointment to three- or four-star grade and requests for designation of positions of importance and responsibility may be made concurrently. Requests for designation of positions of importance and responsibility only need to be made once; however, any changes to the position (such as duty title or significant duties) require that the original position be released from designation and the new position be designated as one of importance and responsibility.

b. All nominations for appointment to three- or four-star grade will be forwarded to the Secretary of Defense through the Chairman of the Joint Chiefs of Staff. When determining nominees for positions of importance and responsibility, full consideration will be given to qualified officers of both the reserve and active components in accordance with Public Law 110-18, Section 1824.(a) and guidance contained in the Secretary of Defense memorandum of 10 May 2007, Attachment 1, paragraphs I.F. and I.G. Under 10 USC 601(d)(1), when an officer is recommended for initial appointment to three- or four-star grade, the Chairman shall submit an evaluation of the performance of that officer as a member of the Joint Staff and in other joint duty assignments to the Secretary of Defense.

c. The Chairman of the Joint Chiefs of Staff is authorized to nominate military officers for assignment to joint positions of importance and responsibility carrying four-star grade under 10 USC 604. These nominations

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will be processed in accordance with the provisions of DODI 1320.4 except that such nominations need not originate with the Secretary of a Military Department.

d. Under 10 USC 601(b), an officer appointed to three- or four-star grade will continue to hold that grade:

(1) While serving in a position of importance and responsibility.

(2) While under orders transferring to another position designated to carry the same or higher grade, beginning on the day that assignment to the first position terminate and ending on the day before the assumption of the second position. Note: To be considered under orders, the officer must be confirmed for the next 10 USC 601 position.

(3) While hospitalized, beginning the day of the hospitalization and ending the day discharged from the hospital, but not more than 180 days.

(4) At the discretion of the Secretary of Defense, while the officer is awaiting orders after being relieved from the position designated under subsection (a) or by law to carry one of those grades, but not for more than 60 days beginning on the day the officer is relieved from the position, unless, during such period, the officers placed under orders to another position designated under subsection (a).

(5) At the discretion of the Secretary of Defense, while awaiting retirement, beginning the day of relief from the position designated to carry said grade and ending the day before retirement, but not to exceed 60 days.

## 12. Reallocations of General and Flag Officer Authorizations

a. Under the provisions of 10 USC 525(c), the President may approve the reallocation of three- and four-star entitlements by offsetting appointments between Services. Each appointment in excess of the applicable number in one Service must be offset by an equivalent grade reduction in another Service.

b. The Secretaries of the Military Departments are required to include a statement in all nomination packages whether the proposed action will or will not result in the applicable Service exceeding the number of three-star or four-star authorized positions.

c. Appointments become effective upon Senate confirmation and assumption of a 10 USC 601 position by the officer. Any reallocated entitlement will terminate and revert to the appropriate Service upon termination of the assignment of the officer to that position. The Secretary of the Military Department may request the three- and four-star entitlement be

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reallocated to the same position or another position as part of a nomination recommendation submitted under the provisions of DODI 1320.4. The three- and four-star entitlement decision will accompany the CJCS performance evaluation and appointment recommendation sent to the President by the Secretary of Defense.

### 13. Tour Lengths for Joint Duty Assignments

a. Under 10 USC 664(a), the tour length of a G/FO JDA will not be less than two years. The Secretary of Defense may waive the tour length in the case of any officer per 10 USC 664(b).

b. In accordance with reference a, to receive credit for a joint G/FO tour, an O-7 must serve at least one full day in the JDA as a promoted (not frocked) G/FO. An O-6 assigned to an O-7 position serves a 36-month field grade tour.

c. Most G/FO JDAs are identified and managed as 2-year assignments. The tour length for combatant commanders and Defense agency directors is three years. Acquisition billets are governed by additional legislation that may require tour lengths of three or four years. Refer to 10 USC 1721 and 1735(d). Critical acquisition billets can be found at reference b. Tour lengths for each G/FO JDA billet are clearly identified in reference c.

d. Tour length is established by starting with the date the officer officially reports to the joint activity for duty. The tour ends when the officer is officially detached from the joint activity under permanent change of station orders. The Joint G/FO Matters Office will manage overlap and gap times. Leave en route to or from the joint activity outside the official attach and detach timeframe is not considered part of a joint duty tour. Officer evaluation reports are not to be used as a source document to ascertain tour dates. JMIS entries are the official source document for the start and end dates of joint duty tours.

e. The Fiscal Year 2005 National Defense Authorization Act modified 10 USC 688(c) to indicate that consecutive tours of duty in joint duty assignments without a break between assignments shall be considered a single tour of duty in a joint duty assignment. This modification removed the restriction that these consecutive tours had to be within the same organization.

f. The Military Services must submit a written request 180 days prior to the tour expiration (Enclosure A, Appendix B) to request the extension of an incumbent G/FO in a nominative or rotational JDA beyond the required tour length. One- and two-star Service-specific positions that require a 30-day or less extension of the incumbent may be authorized telephonically between the Service GOMO/FO detailers and the Joint G/FO Matters Office. However, extensions of 31 days or more must be requested in writing 90 days prior to the

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expiration date of the required tour length to gain concurrence of the Chairman of the Joint Chiefs of Staff.

g. Under 10 USC 155, an officer who is assigned or detailed to permanent duty on the Joint Staff may not serve for a tour of duty of more than four years. However, the tour may be extended with the approval of the Secretary of Defense. An officer cannot be reassigned or detailed back to the Joint Staff within two years after relief except with the approval of the Secretary of Defense.

h. Joint organizations and activities will not permanently reassign (other than for cause) G/FOs filling JDA positions without the concurrence of the respective Service and the Chairman of the Joint Chiefs of Staff. (See Enclosure B, paragraph 3)

i. In instances of officers being reassigned for cause, the Services will ensure the CJCS is notified.

#### 14. Tour Length Waivers

a. Under 10 USC 664(a)(1), the length of a G/FO JDA tour shall be not less than two years. G/FOs who serve 24 months are considered to have served a full joint duty tour and can be released without a waiver. Officers who serve less than 24 months require a waiver. G/FOs are statutorily excluded from receiving the constructive credit authorized under 10 USC 664(h). Under 10 USC 664(b), the Secretary of Defense may waive the tour length requirement on a case-by-case basis and award full or cumulative G/FO joint tour credit. The precedent for awarding full G/FO joint tour credit has been 14 months or more. Approval of such a waiver requires the Services to maintain an overall G/FO joint tour average of not less than 24 months (10 USC 664(e)). The DUSD(MPP) has been delegated waiver approval authority for tour length waivers.

(1) Waivers are considered on a case-by-case basis with the departing officer receiving full, cumulative, or no joint duty credit. Tour length waivers must be approved before an officer departs the joint organization.

(2) Waiver requests for early release from a JDA position are initiated, and must be signed by, the Service Secretaries and forwarded from the Military Departments through the Chairman to the DUSD(MPP) for action.

(3) Joint organizations and activities will coordinate on Service requests for joint tour length waivers.

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(4) The assignment of high-quality officers to joint organizations results in greater numbers of officers selected for promotion while serving in joint positions. Every effort must be made to keep these officers in joint positions until they complete a full tour or promoted. Routine reassignment of selectees, without regard to the promotion dates, creates unnecessary turbulence and loss of continuity in the joint arena.

b. A fully documented joint tour length waiver (JTLW) request should specifically address the areas listed below and substantiate why the officer should be released early. Requests stating that an officer is the best or only qualified officer should also contain sufficient supporting justification. JTLW requests will contain the following specific information:

(1) Officer's grade, name, social security number, current JDAL position (specify if it is a critical JDA), and date assigned.

(2) Assignment history including previous general or flag officer assignments, joint education, and other assignments. Specify when the officer was designated a JSO/JQO. Indicate if the officer received a JDA serving-in waiver for promotion to O-7.

(3) Concurrence of losing organization to include, when applicable, coordination and recommendation of the combatant commander.

(4) Duty title of the officer's next projected assignment; indicate if it is a JDA (joint-to-joint). Indicate why waiver is requested if officer is going joint-to-joint.

(5) Frocking date or projected promotion date (if applicable).

(6) Specific qualifications that make the requested officer uniquely qualified for the proposed assignment.

(7) Impact on the officer and gaining organization if waiver not approved.

(8) Availability of other qualified officers.

(9) Recommended departure date.

(10) Recommendation for full, cumulative, or no joint credit, and the length of time the officer will have served in that JDA upon reassignment. Tour lengths are calculated on a day-to-day basis.

(11) Potential effect on Service's joint tour length average.

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c. If a joint G/FO is promoted, and there is no JDAL position currently available within the organization that is commensurate with the G/FO's new grade, the tour length is excluded from the standards described in 10 USC 664(a)(1).

d. In some cases, OSD has authorized "joint-to-joint" qualifying reassignments for G/FO selectees who are reassigned from a joint field grade tour to a joint G/FO tour.

e. The Secretary of Defense is authorized to grant G/FO joint tour credit on a case-by-case basis after a minimum of 14 months or more of service. G/FO selectees, regardless of whether or not they are frocked to G/FO grade, will receive field grade credit, unless promoted to G/FO grade prior to transferring from the G/FO JDAL position. Precedence for field grade credit on a case-by-case basis has been 22 months completion of service or more.

(1) G/FO joint tour length waivers must be resubmitted for officers whose reassignment dates are earlier than approved by DUSD(MPP). This is important if the officer received G/FO credit but failed to complete the 14 months or more minimum requirement.

(2) If a joint tour length waiver was approved for less than 14 months (without awarding joint tour credit) and the joint tour dates change extending the tour beyond 14 months, a resubmission of the waiver request is required, prior to the reassignment, to obtain full joint tour credit.

f. For officers assigned to JTF-JDA positions prior to 1 January 2009, requests for tour length waivers must contain information contained in paragraph 14.b(1), (2), (4), (9), and (10) above. In addition, the request must contain a short narrative paragraph that indicates that the duty performed was involved in true integration and employment of land, sea, and air forces and the experience gained in significant joint matters is equivalent to that experience gained in joint duty as described in 10 USC 668.

## 15. Average Tour Lengths

a. 10 USC 664 stipulates joint tour length average requirements. Each Service must ensure average length of G/FO JDAs, during each fiscal year is not less than two years. These averages are subject to exclusions covered in paragraph 15.b., below.

b. Each fiscal year, the Services prepare a JMIS report in which they verify, by name, joint tour completions, tour lengths, and average tour lengths. In computing the average length of JDAs for purposes of 10 USC 664(e), the Services may exclude JDAs in which the full tour of duty in the assignment is not completed because of:

(1) Retirement.

(2) Release from active duty.

(3) Suspension from duty.

(4) Reassignment for unusual personal reasons, including extreme hardship and medical conditions.

(5) Reassignment to another JDA immediately after promotion or as a result of the officer's position being eliminated in a reorganization.

c. Joint duty tour length averages are based upon the actual number of days served by each G/FO transferred during the fiscal year, regardless of the administrative waiver requirements.

16. Qualifying Reassignment. An authorized early release from a JDA without a tour length waiver must be either for:

a. Unusual personal reasons beyond the control of the officer or the Service (including hardships and medical conditions).

b. A reassignment to another JDA immediately after the officer was promoted to a higher grade if the reassignment was made because no JDA was available that was commensurate with the officer's new grade; or the position was eliminated as a result of a reorganization.

17. Wartime Suspensions. Pursuant to 10 USC 527, in time of war or national emergency declared by Congress or the President, the President may suspend the operation of any provision of 10 USC 523, 525, and 526, so long as such war or national emergency continues. Some other sections containing time of war or national emergency provisions that effect G/FOs are:

a. 10 USC 123, Authority to suspend officer personnel laws during war or national emergency.

b. 10 USC 155(f)(4), Tours of duty of Joint Staff Officers.

c. 10 USC 603, Appointments in time of war or national emergency.

d. 10 USC 12305, Authority of President to suspend certain laws relating to promotion, retirement, and separation (reserve component).



APPENDIX A TO ENCLOSURE A  
JOINT POOL MANAGEMENT

1. The Joint Pool

a. The National Defense Authorization Act of 2009, Section 506, "Delayed Authority to Alter Distribution Requirements for Commissioned Officers on Active Duty in General Officer and Flag Officer Grades and Limitations on Authorized Strengths of General and Flag Officers on Active Duty," authorizes the Secretary of Defense to designate a pool of up to 324 general and flag officer joint positions as joint duty assignments excluded from authorized strength limits under chapter 38 of 10 USC. The National Defense Authorization Act of 2010 enacted the Joint Pool initiating all follow on policies and procedures.

b. The Secretary of Defense has been authorized to establish a pool of 324 positions to be assigned to joint general/flag positions. The Chairman of the Joint Chiefs of Staff has been authorized, by the Secretary of Defense, to manage 294 of the 324 authorized positions. These 294 positions will be referred to as the "Joint Pool." The Joint Staff coordinated the initial list of Joint Pool positions with all concerned agencies and combatant commands. The Joint Pool service distribution is as follows; Army -- 102, Navy -- 74, Air Force -- 92 and Marine Corps -- 26.

2. Joint Pool Management

a. The Joint Pool is managed by the Joint G/FO Matters Office. Billets in the Joint Pool are reflected in reference c via a Joint Pool number. The Blue Book will continue to be released on a quarterly basis.

b. Joint Pool grade structure management is the responsibility of the G/FO Matters office. Officers serving in the Joint Pool are limited by the following grade structure requirements.

(1) The number of officers in the grade of general or admiral may not exceed 20.

(2) The number of officers in a grade above the grade of major general or rear admiral may not exceed 68.

(3) The number of officers in the grade of major general or rear admiral may not exceed 144.

c. Adding/Removing a Joint Pool Position

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(1) A G/FO position can be added to the Joint Pool at the request of a combatant command or DOD/OSD agency via a, "Joint Pool Addition Request Memorandum." The memorandum is to be accompanied by a Joint Staff Form 148, "Joint/Outside Service Billet Position Description."

(2) All requests for placing positions in the Joint Pool must be approved by the CJCS. The Office of the Secretary of Defense has instituted a no "G/FO Growth Policy," therefore, a compensatory offset will be required if the Joint Pool lists a full compliment of 294 positions. The requesting command or agency must identify in the original request memorandum whether they are able to provide a compensatory offset. If not, the Joint G/FO Matters Office will review to see if an offset is available. If approved by the CJCS the action will be forwarded to OSD(P&R) for approval. If the CJCS or OSD(P&R) disapproves the action, return the action to the owning unit with a memorandum from the CJCS.

(3) Any requested changes to an existing Joint Pool position must be approved by OSD(P&R), through the CJCS. All title, grade, and tour length changes must be submitted via memorandum from the owning agencies.

d. Biannual Review of the Joint pool

(1) The Joint Pool will be reviewed by the Services and combatant commands on a bi-annual basis via JSAP. The review will be conducted to validate all information listed in the Joint Pool, to include position title, grade, tour length, and any other changes that occurred during the validation period not reflected in the Joint Pool. JSAP responses will require G/FO level concurrence.

3. Pending List Management

a. The pending list represents all positions that are pending entry into the Joint Pool. There is no guarantee that a position listed on the pending list will gain entry into the Joint Pool. This list is a document that is produced by the Joint Staff and maintained by the Joint G/FO Matters Office. Owing agencies do not request entry to the pending list; positions are automatically placed on the pending list if they are not approved for inclusion in the Joint Pool. There are two types of pending list positions:

(1) Established positions: positions that existed prior to the development of the Joint Pool. These positions were not included in the Joint Pool and are therefore in a pending status.

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(2) Newly submitted positions: positions requested since the establishment of the Joint Pool or O-6 positions requested as upgrades. These positions were submitted for approval but were disapproved for Joint Pool inclusion. New positions not included in the Joint Pool will be added to the pending list.

b. The Joint G/FO Matters Office will ensure the Services have visibility of the pending list billets; however, The Services will not be expected to fill these billets. Nonetheless, The Services are authorized to nominate officers to fill these positions at their choosing. Positions on the pending list are not exempted from Service headspace.

c. A G/FO position will be added to the pending list after a request from a combatant command or DOD/OSD agency after a, "Joint Pool Addition Request Memorandum," has been received and determined that Joint Pool inclusion is not a viable option. The memorandum is to be accompanied by a Joint Staff Form 148, "Joint/Outside Service Billet Position Description." A requesting agency will be informed if their request will be included in the Joint Pool or the pending list.

#### 4. Ten Percent Withhold ("Buffer") Management

a. Of the 324 joint billets, 30 billets (the "Buffer") will be managed by the OSD(P&R). The intent is to distribute temporarily a portion of the 30 authorizations on an as-needed basis to cover emerging joint G/FO requirements. The Buffer is primarily used for non-enduring positions that require immediate stand up while a Joint Pool offset is identified. The distribution of Buffer authorizations is temporary and covers the period between the stand up of the new position and the departure of the incumbent in the previously designated Joint Pool position being used as an offset. There is no specific number of Buffer structure set aside for the Services. All Buffer billets are exempt from headspace while encumbered. Additionally, The Services receive Joint Pool credit for individuals encumbering billets while they are postured in the Buffer.

b. Offsets are required for each new Joint Pool position unless the Secretary of Defense decides to increase the Joint Pool beyond the 294 previously distributed authorizations; such an increase would result in a reallocation of the increase to the Military Service. If it is determined that a new position (or a position from the pending list) will be added to the Joint Pool and that an offset has been identified, the new position will be added to the Buffer List. All Buffer positions will have a specific code in reference c to show representation.

5. 5-Year Rolling Average Management

a. The 5-year rolling average is a tool that allows the Services to project future Joint Pool participation allotments based on a rolling 5-year average of Service participation. The Joint G/FO Matters Office will collect service participation statistics on a monthly basis. The data will be extracted from the Joint Outside Position of Interest database.

b. The Joint G/FO Matters office will provide the Services a report of their Joint Pool participation each month. This report will display a monthly participation number and a 5-year rolling average participation number. The report will also identify any shortfalls in participation thus identifying the Services need to increase participation.

c. Billets that are in the Buffer will be counted toward Service participation in the Joint Pool and will therefore be included in the monthly participation numbers and in the 5-year rolling average. An annual report will be drafted based on the monthly reports and approved by the CJCS. This report will be presented to the Services for notification purposes.

(1) The intent of monitoring the 5-year rolling average of Service participation in the Joint Pool is to incentivize each Service's participation in filling Joint Pool requirements.

(2) When a Service's 5-year rolling average in the Joint Pool drops below a certain threshold, that Service's Joint Pool allocation will be reduced accordingly and the correction will be applied in the month five years from the date.

(3) The threshold for determining future allocations will be the equivalent of when a Service's 5-year rolling average indicates that a Service has been participating lower than its fair share by one billet for a period of 18 months. In practice, this equates to a deviation of minus 0.3 from a Service's allocation based on the 5-year rolling average.

(4) The future allocation will be applied month-by-month until a Service's 5-year rolling average indicates they are once again contributing above the threshold. The use of a buffer billet does constitute an allocation to the Service using the exclusion; however, at no time will a Service's required contribution to the Joint Pool be increased above the original fair share allocation.

(5) Upon formal enactment of the Joint Pool all Services will begin the process of assessing their 5-year rolling average as if they had full participation for the 5-years preceding enactment.

APPENDIX B TO ENCLOSURE A  
EXAMPLE OF JOINT TOUR LENGTH WAIVER

SECRETARY OF THE ARMY  
WASHINGTON

FOR: SECRETARY OF DEFENSE

THROUGH: Chairman of the Joint Chiefs of Staff

SUBJECT: Joint Tour Waiver

In accordance with Title 10, United States Code, section 664, I request that the joint duty tour length requirement for Brigadier General John Q. Public, SSN XXX-XX-XX89, be waived and that he be granted full/cumulative/no general officer joint tour credit.

In accordance with DOD Instruction 1300.19, "DoD Joint Officer Management Program Procedures," dated 31 October 2007, and CJCS Instruction 1331.01D, the following information is provided:

(1) Current JDA position: Assistant Chief of Staff, C-2/J-2 United Nations Command/Combined Forces Command/United States Forces Korea since 20 January 2004; EJMAPS Number O0020036, is critical

(2) Previous JDA history and dates: (If JSO/JQO specify date of designation.)

January 1991- December 1993 -- Aide-de-Camp to the Commander, United States European Command, Stuttgart, Germany.

(3) Projected assignment: Commanding General, United States Army Military Intelligence Center and Fort Huachuca, Fort Huachuca, Arizona.

(4) Projected promotion date: Not applicable.

(5) Specific qualifications making this officer uniquely qualified for the proposed assignment: Brigadier General Public is currently the most qualified officer for this key assignment based on his extensive operational and strategic intelligence experience.

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(6) Impact on the officer and the gaining organization if the waiver is not approved: Not approving this waiver may result in Brigadier General Public being denied the opportunity to serve in this general officer command assignment. It will also result in a less qualified officer being assigned to this key position.

(7) Availability of other qualified officers: No other equally qualified general officers are immediately available.

(8) Recommended departure date: If reassigned on 20 August 2010, Brigadier General Public will have completed 14 months of the 24-month general officer tour.

(9) Potential effect on Military Service tour length average: The Services are required to meet a general/flag officer joint tour average of 24 months for the fiscal year. This is the seventh requested waiver and the current projected average for FY 10, including this waiver, is 29.63 months.

(10) Explanation for late request: Not applicable.

RECOMMENDATION: Approve waiver as requested.

COORDINATION: None

Attachments: Brigadier General Public's career resume is enclosed.

Prepared by: Pete Geren

APPENDIX C TO ENCLOSURE A

EXAMPLE OF JOINT TOUR LENGTH WAIVER FOR OFFICER ALREADY  
DEPARTED POSITION

SECRETARY OF THE ARMY  
WASHINGTON

FOR: SECRETARY OF DEFENSE

THROUGH: Chairman of the Joint Chiefs of Staff

SUBJECT: Joint Tour Waiver

In accordance with Title 10, United States Code, section 664(i) and DODI 1300.19, E13, I request the general officer joint duty tour length requirement for (Rank/Name), be waived and that he/she be granted full general officer joint tour credit. He/she served as the \_\_\_\_\_, in a Joint Task Force (JTF) Joint Duty Assignment List (JDAL) billet designated as a one-year tour.

In accordance with CJCSI 1331.01D, dated \_\_\_\_\_ the following information is provided:

(1) Name: \_\_\_\_\_; SSAN: \_\_\_\_\_; G/FO JDAL Number: \_\_\_\_\_

(2) Previous Joint Duty Assignment history including Joint Professional Military Education and Joint Qualified Officer (JQO) designation:

(Arrival and Departure Dates) served as \_\_\_\_\_ (Rank for previous assignments). Completed (i.e., Joint and Combined Warfighting School) on \_\_\_\_\_. Designated as Joint Specialty Officer, now known as JQO, on \_\_\_\_\_.

(3) Joint duties: As the \_\_\_\_\_, (Rank/Name), commanded

(4) Departure date: (Rank/Name), departed the JTF position on \_\_\_\_\_, having served 12 months (Arrival and Departure Dates) in the billet.

(5) Follow-on Assignment: Position title and location. (Rank/Name) reported to this assignment on \_\_\_\_\_.

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I recommend you approve this waiver and grant full general officer joint tour credit to (Rank/Name). His/Her personnel brief is enclosed.

Service Secretary

Attachment:  
Personnel Brief



ENCLOSURE B

PERSONNEL

1. G/FO Retired Recall. G/FO retired recalls are recalled in their permanent grade. If they are temporarily appointed to the grade of O-9 or O-10, they must first be reappointed by the President, with the advice and consent of the Senate. (10 USC 689)
  
2. Suspension from Duty. The Chairman of the Joint Chiefs of Staff may suspend from duty and recommend the reassignment of any Joint Staff officer, in accordance with 10 USC 155(f)(2). Combatant commanders may suspend from duty and recommend reassignment of any officer in their command in accordance with 10 USC 164(g). All actions or communications pertaining to a G/FO suspension or early reassignment will be conducted through the Chairman of the Joint Chiefs of Staff.
  
3. Mandatory Retirement
  - a. Under the provision of 10 USC 637(b), a G/FO's mandatory retirement may be deferred for a period not to exceed five years, but not to extend beyond the first day of the month after the officer becomes 64 years of age for O-7 and O-8. The Secretary of Defense may defer the retirement age for those serving in the grades of O-9 and O-10, but such a deferment may not extend beyond the first day of the month following the month in which the officer becomes 66 years of age. The President may defer the retirement age for those serving in the grades of O-9 and O-10, but such a deferment may not extend beyond the first day of the month following the month in which the officer becomes 68 years of age. Age requirements for reserve officers in certain positions and health professional officers vary and must be referenced in the most current version of 10 USC and the current NDAA.
  
  - b. Under 10 USC 1251(b), the President may also defer retirement for officers serving in a position that carries the grade above major general or rear admiral to the first day of the month following the month the officer becomes 64 years of age. Additionally, not more than 10 age deferments may be in effect at any one time.
  
  - c. The Services are encouraged to request deferment of a G/FO's mandatory retirement date until completion of the term of the assignment.
  
  - d. With limited exceptions, G/FOs may not remain on active duty beyond the age of 64.

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e. Under 10 USC 635, brigadier generals or rear admirals (lower half), who are not on a selection list for promotion shall, if not earlier retired, be retired on the first day of the first month beginning after the date of the fifth anniversary of the officer's appointment to that grade or on the first day of the month after the month in which the officer completes 30 years of active commissioned service, whichever is later.

f. Under 10 USC 636:

(1) Major generals or rear admirals shall, if not earlier retired, be retired on the first day of the first month beginning after the date of the fifth anniversary of the officer's appointment to that grade or on the first day of the month after the month in which the officer completes 35 years of active commissioned service, whichever is later.

(2) Lieutenant generals or vice admirals must retire after completing 38 years of active commissioned service or completion of five years time in grade, whichever is later.

(3) Generals or admirals must retire after completing 40 years of active commissioned service, or completion of five years time in grade, whichever is later.

#### 4. Request for Early Retirement Time-in-Grade Waiver

a. Under 10 USC 1370(a)(2)(A), to voluntarily retire in a grade above major or lieutenant commander, officers must serve on active duty for three years in that grade (excluding frocked time). The President may waive the three-year minimum in individual cases involving extreme hardship or exceptional or unusual circumstances. The President has delegated the authority to the Secretary of Defense to reduce the three-year time-in-grade requirement to a period of not less than two years for voluntary retirements of officers in the grades of O-8, O-9, and O-10. This authority may be exercised with respect to an individual officer only if approved by the Secretary of Defense or another civilian official in the Office of the Secretary of Defense appointed by the President, by and with the advice and consent of the Senate.

(1) The number of such waivers granted lieutenant colonels or commanders through major generals or rear admirals may not exceed two percent of the authorized active-duty strength for that fiscal year for officers of that Service in that grade. Appendix A to Enclosure B provides an example of a waiver request.

(2) The law does not restrict the number of waivers granted for officers in grades above major general or rear admiral.

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b. An officer whose length of service in the highest grade held while on active duty does not meet the service in grade requirements specified above shall be retired in the next lower grade in which the officer served on active duty satisfactorily, as determined by the Secretary of the Military Department.

c. Secretary of Defense Memorandum of 5 June 2003 delegated approval and certification authority for O-9 and O-10 retirements to the USD(P&R), unless there is potentially adverse information concerning the officer requesting retirement or a time-in-grade waiver.

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APPENDIX A TO ENCLOSURE B

EXAMPLE OF TIME-IN-GRADE WAIVER FOR RETIREMENT

MEMORANDUM FOR THE SECRETARY OF DEFENSE

THROUGH: (1) CHAIRMAN, JOINT CHIEFS OF STAFF  
(2) PRINCIPAL DEPUTY UNDERSECRETARY OF DEFENSE FOR  
PERSONNEL AND READINESS

SUBJECT: Navy Flag Officer Retirement

Recommend you approve the retirement of Vice Admiral James Q. Public, United States Navy, age 57, for appointment to the grade of vice admiral on the retired list. Vice Admiral Public has requested voluntary retirement for 1 August 2010 and will depart his current position on 22 July 2010. Request the Secretary of Defense waive the time-in-grade requirement and allow Vice Admiral Public to retire with two years and four months-in-grade. This action is in alignment with the Navy's long-term assignment plan and will stimulate promotion flow for flag officers. Vice Admiral Public has served satisfactorily in his current grade.

Vice Admiral Public has served with distinction for 36 years, culminating his career as Director, Navy Staff, N09B, Office of the Chief of Naval Operations. During his tenure as Director, Navy Staff, Vice Admiral Public provided extraordinary leadership to 32 Echelon II commands and many flag officers and special assistants who report to the Chief of Naval Operations. His personal integrity, diverse background in fiscal matters and resource planning, and dynamic engagement on many critical issues was instrumental in focusing the efforts of the staff.

In accordance with the provisions of 10 USC and DODI 1320.4, a proposed memorandum for the President and letters to the Speaker of the House of Representatives and President of the Senate are attached.

All system of records, to include Equal Employment Opportunity files and the Standard Form 278 (Public Financial Disclosure Report), maintained in the Department of Defense that pertain to this officer have been examined. The files contain no adverse information about this officer since his last Senate confirmation. Further, to the best of my knowledge, there is no planned or ongoing investigation or inquiry into matters that constitute alleged adverse information on the part of the officer. Vice Admiral Public is certified not to have been involved in the abuse of prisoners at Abu Ghraib prison.

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This action will not result in a change to the Navy's authorized number of vice admirals.

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GARY ROUGHEAD  
Admiral, U.S. Navy  
Chief of Naval Operations.

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DONALD C. WINTER  
Secretary of the Navy

ENCLOSURE C  
TRAINING REQUIREMENTS

1. Capstone Course

a. Under 10 USC 663, each officer selected for promotion to G/FO rank must attend a military education course designed specifically to prepare new G/FOs to work with the other Services. This course is required for a JQO to attain Level IV JQO.

b. No statutory time limit exists for attending Capstone. However, reference (a) provides that O-7 selectees must attend the Capstone course within approximately two years after Senate confirmation of selection.

c. The Services are responsible for coordinating Capstone attendance. Although Capstone attendance is not yet required in law for reserve component officers, The Services shall, to the maximum extent practicable, include reserve component officers when coordinating Capstone attendance. Attendance should be avoided during a JDA.

d. Capstone Waivers. The Secretary of Defense may waive the requirement on a case-by-case basis. Under 10 USC 663 and reference (a), the Secretary of Defense may exempt attendance under the following four categories.

(1) When the officer was in a JDA just prior to selection and is thoroughly familiar with joint matters.

(2) When necessary for the "Good of the Service" (GOS).

(3) When an officer's proposed selection is based on scientific and technical (Sci-Tech) qualifications for which joint requirements do not exist (see reference a).

(4) When the officer is a nurse, chaplain, judge advocate general, professional medical, dental, veterinary, medical service, or biomedical science officer.

e. Capstone Waiver Procedures. Reference (a) directs that requests for waiver of Capstone attendance be submitted from the Secretary of the Military Department to PDUSD(P&R) through the Chairman of the Joint Chiefs of Staff. PDUSD(P&R) responds by memorandum to the Military Department and forwards a copy to the Joint G/FO Matters Office. Appendix A to Enclosure C contains a sample waiver request.

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## f. National Defense University (NDU)

(1) The President, NDU, recommends the size and composition plan for Capstone classes each year to the Deputy Director for Operational Plans and Interoperability, J-7, Joint Staff. The Deputy J-7 coordinates with the Services and approves the plan.

(2) The point of contact for Capstone is the Deputy Director, National Defense University, Washington, DC, telephone commercial: (202) 475-1473 or DSN: 335-1473; fax: (202) 475-1445 or DSN: 335-1445.

2. Pinnacle Course

a. The CJCS, in concert with the NDU has developed a course to educate potential joint task force commanders (or their equivalent rank civilians) for success in the joint, combined, and interagency environments. The Pinnacle Course will be conducted twice yearly.

b. While the NDU remains the primary office responsible for the administration of the Course, the J-7, Joint Staff will maintain a tiered listing of potential billets from which prospective attendees will be nominated. Additionally, the J-7 will publish Implementation Instructions and the Call for Service Nominations prior to each Course convening date.

c. Nominations will be submitted in accordance with the published implementation instruction, and will contain at a minimum:

- (1) Name and title (including tier level)
- (2) Date of Rank
- (3) Military Mailing Address
- (4) Commercial/DSN/FAX numbers
- (5) E-mail address

3. NATO Defense College G/FO Course

a. A Capstone-type, two-week course for one- and two-star G/FOs and civilian equivalents who are, or will be assigned to key NATO related positions.

b. Nominations are solicited upon receipt of NATO message of announcement in a format as prescribed in the message.



APPENDIX A TO ENCLOSURE C  
EXAMPLE OF CAPSTONE WAIVER REQUESTS

DEPARTMENT OF THE AIR FORCE  
WASHINGTON DC

MEMORANDUM FOR THE PRINCIPAL DEPUTY UNDER SECRETARY OF  
DEFENSE (PERSONNEL AND READINESS)

THROUGH: CHAIRMAN OF THE JOINT CHIEFS OF STAFF

SUBJECT: Capstone Waiver Request

Request you waive the statutory requirement that Brigadier General John Q. Public, USAF, attend the Capstone course in accordance with 10 USC 663 and Department of Defense Instruction 1300.19.

As an FY 04 brigadier general selectee, Brigadier General (Select) Public is required to complete the Capstone course unless granted a waiver. Waivers can be granted for an officer in instances where an officer's immediate previous assignment was in a Joint Duty Assignment and the officer is thoroughly familiar with joint matters.

Brigadier General (Select) Public served as the Vice Director for Intelligence, J-2, Joint Staff from 1 October 2001 to 1 January 2003, and he is currently assigned as Vice Director for Intelligence, J-2, USEUCOM. His duties in both assignments have precluded attendance within the required period following his selection for brigadier general. However, his duties enabled him to acquire the necessary skills for him to gain complete familiarity with joint matters.

Given current operational requirements and his comprehensive and current joint experience, we believe it is not necessary that Brigadier General (Select) Public be released from his current assignment to attend Capstone and a waiver be granted.

A career brief and biography of Brigadier General (Select) Public are attached.

ATTACHMENTS:

1. Career brief
2. Biography

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ENCLOSURE D

GENERAL/FLAG OFFICER MANAGEMENT TOOLS AND NOMINATION  
PROCEDURES

1. Joint Manpower Information System (JMIS)

a. JMIS is an automated management information system data base maintained by the Defense Manpower Data Center and managed by the Director for Manpower and Personnel, J-1, Joint Staff and the Joint Staff G/FO Matters Office. Joint G/FO Matters, in conjunction with J-1, will provide operational training on the JMIS system.

b. JMIS supports requirements of the Goldwater-Nichols Department of Defense Reorganization Act of 1986 as amended. JMIS has two purposes:

(1) Provides in requisite detail and format the data required for the Secretary of Defense annual (10 USC 662(b)) report to Congress.

(2) Provides information to assist the Services' active management of thier personnel serving in the joint community.

c. JMIS supplements existing Service manpower and personnel information systems by providing automated files reflecting the approved JDAL and personnel data on JQOs, and on officers who have served or are serving in JDA billets, or on officers who have completed or are attending joint professional military education. The personnel data is only as accurate as the Service inputs that provide the information.

d. Data on G/FOs serving in JDAs are included in JMIS but are afforded more confidentiality. General users will not have the ability to access information concerning specific G/FOs. Access to JMIS is requested from J-1 by submitting a System Authorization Access Request, DD Form 2875 (April 05). The data are available for analysis and reporting by the Services, OSD, and the Joint Staff.

e. The Services will input all arrival and departure dates into the JMIS system as it pertians to their respective officers.

f. The Joint Staff General/Flag Officer Matters office will input all experience credit points, joint qualification system level designations, and waiver code entries.

2. Blue Book. The "Joint/Outside-Service Positions of Interest to the Joint Chiefs of Staff" Listing (referred to as the Blue Book) is designed as a

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management tool for the Chairman of the Joint Chiefs of Staff, Service Chiefs, and their respective staffs and is not to be used as a source document.

a. The Blue Book lists the joint and outside-Service positions of interest, exempted positions, and dual-hatted and cross-Department positions. The book contains information on tour lengths, Service rotation schedules, and incumbents. It is designated a sensitive document requiring close-hold treatment. As such, distribution is limited. The Blue Book in its entirety will not be distributed to the combatant commands or other joint activities.

b. The Joint G/FO Matters Office distributes the book quarterly to authorized joint activities, OSD, and the Service G/FO matters offices. All addressees are requested to review each issue and submit updates, modifications, and corrections to maintain an accurate database.

### 3. Position Descriptions (PDs)

a. The Joint G/FO Matters Office maintains PDs on all joint and outside-Service G/FO billets. Annually, all joint organizations and activities are requested to provide a typed position description for each of their joint G/FO billets or verify no changes. Changes to billet duties or title changes require a new position description upon request.

b. PDs should:

(1) Be sufficiently detailed to facilitate the nomination and selection of qualified general or flag officers to fill the position.

(2) Include all prerequisites such as foreign languages, special training, specific experience or education, security clearances, and special designations (e.g., acquisition professional).

(3) Specify tour length if other than the standard 2-year joint G/FO tour.

(4) Contain only unclassified material. In the event a PD must be classified, a non-classified version must also be submitted to facilitate solicitation of Service nominations.

(5) Be completed on JS Form 148, "Joint/Outside Service Billet Position Description." This form is available in electronic format.

(6) Changes in reserve billet titles must be submitted to the Director, Joint Staff with Position Description for approval. Changes in active-duty billet titles must be submitted to OSD through the Director, Joint Staff for approval.

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(7) Be updated every four years to ensure a current description of the G/FOG/FO duties are maintained by the Joint Staff, G/FOG/FO Matters Office.

4. Nomination of Chairman of the Joint Chiefs of Staff, Vice Chairman of the Joint Chiefs, Combatant Commanders, Service Chiefs and Chiefs of the Reserve

a. Under 10 USC 152, the President appoints the Chairman of the Joint Chiefs of Staff, by and with the advice and consent of the Senate. The Chairman serves at the pleasure of the President for a term of two years beginning on 1 October of odd-numbered years and may be reappointed in the same manner for two additional terms.

b. The President may appoint an officer as Chairman of the Joint Chiefs of Staff only if the officer has served either as:

(1) The Vice Chairman of the Joint Chiefs of Staff.

(2) The Chief of Staff of the Army, the Chief of Naval Operations, the Chief of Staff of the Air Force, or the Commandant of the Marine Corps.

(3) The commander of a unified or specified combatant command.

c. The President may waive the requirements of subparagraph b above in the national interest.

d. In the event of the death, retirement, resignation, or reassignment of the officer serving as Chairman before the end of the term of appointment, an officer appointed to fill the vacancy shall serve as Chairman only for the remainder of the original term, but may be reappointed as provided for in 10 USC 152(a)(1).

e. The Chairman, while so serving, holds the grade of general or, in the case of an officer of the Navy, admiral and outranks all other officers of the Armed Forces. However, the Chairman may not exercise military command over the Joint Chiefs of Staff or any of the Armed Forces.

f. Under 10 USC 154, the President appoints the Vice Chairman of the Joint Chiefs of Staff, by and with the consent of the Senate, from the officers of the regular components of the Armed Forces. The Vice Chairman serves at the pleasure of the President for a term of two years and may be reappointed in the same manner for two additional terms.

g. The Vice Chairman of the Joint Chiefs of Staff must:

(1) Have been designated a JQO, 10 USC 661.

(2) Have completed a full tour of duty in a JDA as a G/FO.

h. The President may waive the requirements of subparagraph g above if such action is in the national interest.

i. The Vice Chairman will hold the grade of general or, in the case of an officer of the Navy, admiral, and outranks all other officers of the Armed Forces except the Chairman. The Vice Chairman may not exercise military command over the Joint Chiefs of Staff or any of the Armed Forces.

j. In time of war, there is no limit on the number of reappointments of the Chairman or Vice Chairman of the Joint Chiefs of Staff.

k. The Chairman and Vice Chairman of the Joint Chiefs of Staff may not be members of the same Service except for limited periods of time to provide for orderly transition.

l. Selection procedures for Service Chiefs are described in 10 USC 3033, 5033, 8033, and 5043. At a minimum, these officers must have significant experience in a JDA to include one full tour of duty in a G/FO JDA and appointment as a Level IV JQO. The President may waive these requirements if such action is in the national interest.

m. Under 10 USC 164, officers nominated for combatant commander positions must:

(1) Have been designated a JSO or Level IV JQO, 10 USC 661.

(2) Have served at least one full tour in a G/FO JDA.

n. The President may waive the requirements of subparagraph m above, if in the national interest.

##### 5. Nomination Procedures for Three- and Four-Star Positions

a. Under 10 USC 601(d)(1), the Chairman of the Joint Chiefs of Staff must submit to the Secretary of Defense a performance evaluation of the officer nominated by the President for an initial appointment to the grade of lieutenant general or vice admiral, or for an initial appointment to the grade of general or admiral.

(1) To assist the Chairman, the Services shall provide a copy of the narrative portion of the officer's performance ratings while serving in a JDA or certain qualifying JTF-headquarters positions. For Reserve Component chiefs,

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the Services will provide a narrative description of the officer's significant joint duty experience.

(2) Only JDAL and certain qualifying JTF-headquarters positions or qualifying non-JDAL joint experience will be recognized when an officer is promoted to O-7.

(3) The Chairman's evaluation is included when the recommendation for the appointment is submitted to the President.

(4) The Services should include only Secretary of Defense approved joint assignments on an officer's career resume.

b. Nominations of individuals who do not meet 10 USC requirements for the nominated position must include specific requests for waiver of the prerequisites.

(1) For officers nominated with professional, scientific, or technical waivers who have nonetheless previously served in a Secretary of Defense approved joint equivalent assignment, the Chairman must include an assessment of the officer's performance in that assignment.

(2) The joint assessment is waived for officers promoted to O-7 with a professional, scientific, or technical waiver and who have never served in an approved joint duty assignment.

c. Nominations for Chief of Army, Navy and Air Force Reserve and Commander, Marine Forces Reserve must indicate, in accordance with title 10 U.S. code sections 3038 (Army), 5143 (Navy), 8038 (Air Force) and 5144 (USMC), that the officer has "significant joint experience," as determined by the Chairman, Joint Chiefs of Staff. Although these officers are exempt from the requirement to be a joint qualified officer, the Chairman must certify the "significant joint experience," and provide an assessment of that joint experience in the same manner as other three and four star nominations. More information on determining significant joint duty experience can be found in Enclosure G.

d. Nominations are submitted to the Chairman of the Joint Chiefs of Staff from the Services through the Secretaries of the Military Departments. The Chairman will submit nominations through the Secretary of Defense to the President and ultimately to the Senate for confirmation. In accordance with DODI 1320.4, all G/FO nominations should contain an original and three copies of the following:

(1) CJCS memorandum

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(2) Nomination memorandum, signed by both the Service Secretary and the Service Chief (as a matter of courtesy to the Service Chief). This memorandum must include a brief paragraph describing each candidate's significant experience. These statements should describe the unit of assignment, specific accomplishments attributed to the candidate or unit, and if applicable, awards or decorations earned. If an officer has numerous such experiences, only the most significant and recent need be included. If a candidate does not have such experience, this additive requirement is not required. G/FO biographies/resumes should reflect significant experience in intense combat or contingency operations.

(3) Current IG/DOD check, not more than 90 days old and a certification as to any connection to Abu Ghriab or detainee operations.

(4) Draft Secretary of Defense memorandum to the President

(5) White House Scroll

(6) Biography (one page summary and full biography) and Joint Service Recap or Summary.

(7) Press release

(8) Photograph 8 X 10 glossy (three- and four-stars only)

(9) Adverse Information Cover Sheets (if applicable)

(10) Time-in-position matrix

d. Dual-Hatted. If multiple positions exist, each must be specified in the nomination package. Dual-hat positions are processed under the Service Specific nomination procedures.

e. Combatant Commander, Head of U.S. Element, and Head of Agency Comments. Upon receipt of Service nominations for a joint billet, the Joint G/FO Matters Office will solicit the recommendation, concurrence, or comments of the combatant commander, head of the U.S. element of an international command or staff, or head of an agency or OSD staff to whom the selected officer would be subordinate.

f. Coordination. Certain joint positions require additional coordination. Appendix C to Enclosure D is a matrix providing details concerning special coordination.

g. Complete nomination packages are used to build the slate book for joint positions. Joint slate books contain three sections:



(1) Summary page of all nominee photos, current position and date assigned, and tour duration; and

(2) One page biographical summaries followed by Service specific resume if published;

(3) Nomination and priority memo if submitted.

h. Service Vote

(1) The Services will vote upon nominees recommended for one- and two-star nominations for positions external to the Joint Staff.

(2) Service votes are a matter of courtesy and not a requirement. The Chairman of the Joints Chiefs of Staff may eliminate this policy at any time.

(3) Vote slips are faxed to the Service GOMO and FO detailer offices. If after 24 hours a negative vote is not received back from the Service office, the Service nomination vote is considered to be affirmative.

6. Joint Staff

a. 10 USC 155 requires that officers assigned to the Joint Staff shall be selected in approximately equal numbers from:

(1) The Army

(2) The Navy and Marine Corps

(3) The Air Force

b. Approximately eight months prior to scheduled rotation, the Joint G/FO Matters Office will confirm with the appropriate Service the Service's intent to move the incumbent.

c. The Joint G/FO Matters Office will solicit nominees from the Services.

d. The CJCS approves, without Service vote, selection of one- and two-star nominees for Joint Staff positions or positions that report directly to the Chairman. Upon CJCS approval of the nominee, the Director, Joint Staff will forward a letter of acceptance to the respective nominee's Service, and after announcement, the Joint G/FO Matters Office will return nomination packages to the Service GOMO and FO detailer of those officers not selected.

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7. Office of the Secretary of Defense and Defense Agencies. The approval authority for positions in these organizations is the Secretary of Defense (delegated to the Director, Washington Headquarters Services).

a. Approximately eight months prior to the designated month of rotation, the Joint G/FO Matters Office will confirm with the appropriate Service its intent to move the incumbent.

b. The Joint G/FO Matters Office will solicit Service nominees depending upon the nominative status of the billet.

c. For nominative billets, all Service nominations will be forwarded to the appropriate Under Secretary of Defense, Assistant Secretary of Defense, or Defense agency director for recommendation to the Secretary of Defense.

d. The Services will then vote on the recommended officer.

e. The Director, Joint Staff (or Chairman of the Joint Chiefs of Staff for assignments requiring a JSO/JQO waiver), will forward the nomination of the recommended officer to the Director, Washington Headquarters Services, for final approval. Upon approval by Washington Headquarters Services, the nominations of officers not selected will be returned to the Service GOMOs/FO detailer's offices.

## 8. Combatant Commands

a. Under 10 USC 164(f), positions of responsibility on a combatant command staff shall be filled by officers from each Service that has significant forces assigned to the command.

b. Eight months prior to rotation from scheduled rotation, the applicable Service should contact the Joint G/FO Matters Office if they do not intend to move the incumbent.

c. The Joint G/FO Matters Office will solicit nominees from the Service(s) depending upon the nominative status of the billet.

d. All Service nominations will be forwarded to the appropriate combatant commander for recommendation to the Chairman of the Joint Chiefs of Staff.

e. All nominations will be forwarded to the Chairman for approval. The Director, Joint Staff will advise the Service of the selection. The nominations of officers not selected will be returned to their Service GOMO or FO detailer's offices.

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f. Nominative Status for Combatant Commanders and Deputy Combatant Commanders. A Secretary of Defense memorandum dated 8 May 1986, "Nominations to Commander Position for the Unified Commands," approved the CJCS recommendation that the Service affiliation of all combatant commander and deputy combatant commander positions be nominative. Consequently:

(1) All combatant commander positions are nominative. In accordance with 10 USC 525(b)(5) and 604, all Services must nominate. By Secretary of Defense policy, all Services must nominate two candidates.

(2) All deputy combatant commander positions are nominative. The Deputy Combatant Commander for U.S. Forces Korea (a subunified command) is not a nominative position.

h. 10 USC 526(b)(2)(A) and NDAA 2010 provides for the Chairman to designate up to 15 G/FO positions on the staffs of combatant commands to be held only by reserve component officers and are not counted against the active duty end strength of the providing Service. These positions are known as the Chairman's Reserve positions. Whenever a vacancy occurs, or is anticipated to occur in a Chairman's Reserve position, each Service is required to submit a nomination.

#### 9. Commander, North American Air Defense Command (CDRNORAD)

a. In accordance with the NORAD Terms of Reference, the CDR and DCDR will not be from the same country. Subsequent to signature by the President and prior to public announcement, the Assistant Secretary of Defense, International Security Affairs (ASD(ISA)), will coordinate with the Department of State (DOS) to solicit Canadian Government approval of the nomination.

b. Traditionally, DCDR, NORAD has been a Canadian Air Force three-star general officer.

(1) To replace an incumbent DCDR, the Canadian Chief of the Defence staff submits a proposed replacement to the Chairman of the Joint Chiefs of Staff.

(2) The Chairman then solicits concurrence of the Joint Chiefs of Staff and forwards his agreement with the proposed assignment to the Canadian Chief of the Defence Staff.

(3) The Directorate for Strategic Plans and Policy, J-5, Joint Staff, coordinates the nomination with a copy of the completed package provided to Joint G/FO Matters Office, ASD(ISA) and the DOS.

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(4) The Chairman's agreement does not constitute U.S. Government approval; a diplomatic note is sent from Canadian External Affairs to the U.S. DOS to solicit U.S. Government approval.

#### 10. Supreme Allied Commander, Europe (SACEUR)

a. No current NATO document specifies a particular nationality or Service for SACEUR.

(1) The original 1950s terms of reference for SACEUR had specified U.S. nationality (without calling for a particular Service), but this specification has since been removed. The selection of a U.S. officer as SACEUR is a tradition and not a requirement.

(2) However, following the term of the initial SACEUR, the North Atlantic Council (NAC) has asked the President of the United States to nominate a candidate for SACEUR and the U.S. Government determines the Service.

(3) Then NAC must approve the President's nominee.

b. For SACEUR nominations, the Secretary of Defense prepares a DOD/DOS nomination for the President's signature. The President requests NATO to release the incumbent from his position. Once NATO concurs to release the incumbent, the President forwards the nomination via the United States Ambassador to NATO, seeking approval by the NAC Defense Planning Committee. Upon approval by the Committee, the President signs the nomination, a mutually acceptable date for public announcement is established, and a simultaneous Washington-Brussels press release is coordinated.

#### 11. NATO Memorandum of Agreement (MOU) and Peacetime Establishment (PE) Billets

a. G/FO nominations to MOU and PE billet appointments are made to posts annotated as such in the JDAL. These billets include those that combine international and national duties.

b. All MOU and PE G/FO assignments require the prior approval of the U.S. Senior Officer before submission through NATO channels. SACEUR is the U.S. Senior Officer for Allied Command Operations (ACO), NATO Airborne Early Warning and Force Command (NAEW&FC), and MOU organizations. Deputy Chief of Staff (DCOS), Capability Development is the U.S. Senior Officer for Allied Command Transformation. The CJCS is the Senior Officer for the DCOS, Capability Development and the Deputy Chairman, Military Committee (MC) post.

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c. All one- and two-star nominations will include the resume and will be submitted to the HQ USEUCOM Directorate of Manpower, Personnel, and Administration NATO Manning Division (ECJ1-N) for coordination and staffing to the appropriate U.S. Senior Officer.

d. Once the U.S. Senior Officer has approved the nomination, G/FO nominations will be staffed through NATO channels. Nominations should be forwarded not less than 60 days prior to the desired date of the assignment to allow sufficient time for SHAPE and ACT to process the nomination.

e. One- and two-star nominations should be forwarded to ECJ1-N, which will submit the nomination to the appropriate U.S. Representative (USNMR-SHAPE or USNLR-SACT). USNMR-SHAPE submits nominations to SHAPE J1, which processes them for approval. USNLR-SACT submits ACT nominations to SACT for approval. Normally, SHAPE and SACT reply by letter acknowledging acceptance of the nomination. Once acknowledged, the U.S. Representative will notify ECJ1-N, who in turn will notify JS G/FO Matters.

f. Three- and four-star nominations require OSD and White House approval before making a formal nomination to SHAPE or ACT. [Note: only SACEUR, SACT, and Non-quota posts require MC approval. Deputy Chairman, MC is an NQ post].

(1) After SecDef and White House approval, but prior to public announcement and Senate confirmation, OSD (NATO Policy Division) will forward O-9 and O-10 nominations to the USDELMC, with info to Department of State, U.S. Mission to NATO, SECDEF, OSD Chairs, JS J5, JS G/FO Matters, and ECJ1.

(2) USDELMC will process nominations to SACEUR or SACT (as appropriate) for approval. SACEUR notifies the Chairman of the Military Committee of his acceptance of O-9 and O-10 nominations and that he has advised U.S. National Authorities that they may issue a press announcement. SACT normally replies by letter to National Authorities acknowledging acceptance of the nomination.

(3) Upon approval, USDELMC will inform ASD (ISA) by message with a return message. U.S. Representatives will also forward a copy of SACEUR or SACT acceptance letter to ECJ1-N, which will forward it to JS G/FO Matters in turn.

(4) Proposed public announcements for ACO and MOU selections are coordinated with SHAPE Public Information Officer as CONFIDENTIAL: RELEASABLE TO NATO until regarded as unclassified upon public release by Washington-SHAPE. Public announcements for ACT selections are coordinated

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with SACT Public Affairs Office (PAO) and are not releasable until SACT PAO provides public release.

(5) Press releases outside the formal NATO context are strongly discouraged due to international political sensitivities.

g. The Services will use the following guidelines to submit nominations to U.S. Senior Officers involving one- and two-star joint duty and key positions for MOU and PE billet G/FO assignments:

(1) Nominations will be submitted in accordance with DODI 1320.4, per the format in the Appendix.

(2) Each nomination should include complete biographical information.

i. After the Director, Joint Staff, receives formal acceptance, the Service will be notified by memorandum of the approval of the nominee.

## 12. NATO Crisis Establishment (CE) Billets.

a. A CE is a table setting out the authorized posts for a crisis response operation (CRO) unit, formation, or headquarters. SACEUR is the authority for all CROs with responsibility delegated to DSACEUR. Nominations for flag officer posts will, prior to ratification, be cleared through SHAPE J1 for DSACEUR endorsement.

b. Nominations to these billets should be staffed through the Senior U.S. officer before submission through NATO channels. SACEUR is the U.S. Senior Officer for CE billets in the EUCOM theater of operations and nominations will follow the same procedures outlined for ACO and MOU billets.

c. Commander, International Security and Assistance Force is the U.S. Senior Officer for CE billets in the CENTCOM theater of operations. Nominations will be forwarded to USCENTCOM for coordination.

APPENDIX A TO ENCLOSURE D

EXAMPLE OF NOMINATION PACKAGE

MEMORANDUM FOR THE SECRETARY OF DEFENSE

THROUGH: THE CHAIRMAN OF THE JOINT CHIEFS OF STAFF

SUBJECT: General Officer Nomination

We recommend the President designate the position of Deputy Chief of Staff, G-2, United States Army, Washington, D.C., as a position of importance and responsibility authorized to carry the grade of lieutenant general under the provisions of 10 USC 601, and that the President nominate Major General John Q. Public, age 51, for appointment to the grade of lieutenant general and assignment to this position. Major General Public has been serving as the Commanding General, United States Army Intelligence and Security Command, Fort Belvoir, Virginia, since February 2001. His mandatory retirement date will be 1 July 2012, based on time in service. If approved as a position of importance and responsibility designated to carry the grade of lieutenant general, the position of Deputy Chief of Staff, G-2, United States Army, Washington, D.C., will replace the position of Deputy Chief of Staff for Intelligence, United States Army, Washington, D.C., as a position of importance and responsibility upon Major General Public's confirmation by the Senate.

In accordance with the provisions of Title 10, USC, and DODI 1320.4, a proposed memorandum for the President is enclosed. Major General Public is a graduate of the National War College. He has served in three joint-duty assignments, but is not a designated JQO. Accordingly, if selected for this position, we recommend that you waive the JQO requirement for this critical joint duty assignment, in accordance with Section 661(d)(2)(C) of Title 10, USC. Major General Public is exceptionally qualified to serve in this position.

Major General Public served as the Deputy Chief of Staff, Logistics, Multinational Corps - Iraq and was instrumental in developing a safe delivery route between the MNC-I and the Coalition. Thrice involved in prolonged firefights, Major General Public was awarded the Silver Star for repulsing insurgents during a daring nighttime raid on the Coalition Warehouse.

All systems of records, to include Equal Employment Opportunity files and the Standard Form 278 (Public Financial Disclosure Report), maintained in the Department of Defense that pertain to this officer have been examined. The files contain no adverse information about this officer since his last Senate

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confirmation. Further, to the best of our knowledge, there is no planned or ongoing investigation or inquiry into matters that constitute alleged adverse information on the part of this officer. Further, Major General Public has not been implicated, nor is there any likelihood that he will be implicated in the Abu Ghriab prison abuse scandal.

This action will not cause the Department of the Army to exceed the number of officers authorized to serve in the grade of lieutenant general.

A resume with photo of Major General Public is enclosed.

George Casey  
General, United States Army  
Chief of Staff

Pete Geren  
Secretary of the Army

Enclosures



APPENDIX B TO ENCLOSURE D  
NOMINATION COORDINATION MATRIX

1.a. Announcements to NATO Peacetime Establishment (PE) and Memorandum of Understanding (MOU) posts should not be made by the Services until nomination process to NATO is complete.

1.b. G/FO positions (O-9 and O-10) to be formally nominated through USDELMC, info to HQ USEUCOM J1 to SHAPE. No silence or Military Committee approval needed:

Commander (COM), Joint Force Command (JFC) HQ Naples (dual-hatted as COM, U.S. Naval Forces Europe-Africa)  
COM, Component Command (CC) Air HQ Ramstein (dual-hatted as COM U.S. Air Forces Europe/Director, Joint Air Power Competency Center)  
Director, NATO Special Operations Forces Coordination Cell (NSCC)  
COM, NATO Special Operations Forces (SOF) Headquarters (NSHQ))  
COM, Force Command (FC) HQ, Heidelberg  
COM, Component Command (CC) Air HQ Izmir

1.c. G/FO position (O-9) to be formally nominated through USDELMC, info to HQ USEUCOM J1 to ACT. No silence or Military Committee approval needed:

DCOS, Capability Development, Allied Command Transformation (ACT):

4. G/FO positions to be pre-coordinated with SACEUR before CJCS signs followed by formal nomination through HQ USEUCOM J1 to U.S. National Military Representative-SHAPE (USNMR-SHAPE) to SHAPE:

Executive Officer to SACEUR  
Deputy Chief of Staff (DCOS), Operations and Intelligence, SHAPE  
Director of Operations, JFC Brunssum  
DCOS Operations, Allied Rapid Reaction Corps  
Operations Director, JFC HQ Lisbon  
COS, Joint HQ Forward Heidelberg (DJSE 1)  
COM, NATO Airborne Early Warning & Force Command (NAEW&FC)  
COM, E3A Component, NAEW&FC

5. G/FO positions to be pre-coordinated with DCOS, Capability Development, Allied Command Transformation (ACT) before CJCS signs followed by formal nomination through HQ USEUCOM J1 and U.S. National Liaison Representative-ACT (USNLR-ACT) to ACT:



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COS, Joint Warfare Centre Stavanger  
DCOS, Strategic Plans & Policy, ACT  
COM, Submarine Force, Allied Submarine Command (dual-hatted as  
COM, Submarine Force)

6. G/FO positions requiring pre-coordination between OSD-Policy and State Department Office of European Security and Political Affairs prior to SECDEF signing followed by formal nomination to NATO through USDELMC with up to 10-day silence period as determined by the Military Committee:

COM, EUCOM/SACEUR  
Deputy Chairman, Military Committee (Non-quota post)

7. G/FO positions to be pre-coordinated through COM, JFC HQ Naples and SACEUR before CJCS signs and formally nominated through HQ USEUCOM J1 and USNMR-SHAPE to SHAPE:

COM, Naval Striking and Support Forces NATO (quad-hatted as COM, U.S. 6th Fleet; DCOM, U.S. Naval Forces Europe-Africa; & Joint Forces Maritime Component Commander, Europe)  
COS, Naval Striking and Support Forces NATO  
COM, Standing NATO Maritime Group 2 (SNMG-1)  
COM, Standing NATO Maritime Group 2 (SNMG-2)  
COM, Submarine Allied Naval Forces South (quad-hatted as Director, Naval Forces Europe-Africa, Operations and Intelligence; DCOM, U.S. Sixth Fleet; & COM, Submarine Group 8)  
COM, Maritime Air Naples (dual-hatted as COM, Navy Region Europe, Africa, Southwest Asia)  
COS, JHQ Forward, FC HQ Madrid (DJSE 1)  
Director, Joint Coordination Centre, FC HQ Madrid (DJSE 2)  
Director, Operations, JFC HQ Naples

8. G/FO positions to be pre-coordinated with EUCOM through Office of DepCdr, EUCOM before CJCS signs:

COS, USEUCOM  
Dir, J-2 USEUCOM  
Dir, J-3 USEUCOM  
DepDir, J-3 USEUCOM  
Dir, J4/7 USEUCOM  
Dir, Plans & Policies, ECJ-5, USEUCOM  
DepDir, ECJ-5  
Dir, J-6 USEUCOM  
Chief, ODC Turkey  
Cdr, SOCEUR

Dir of Mob & RC Affairs  
All IMAs positions within USEUCOM

9. The following G/FO position requires coordination or special action by OSD-Policy prior to public announcement as indicated below:

10. OSD-Policy contacts AOR countries for courtesy notifications after POTUS signs for:

Cdr, USPACOM  
Cdr, USSOUTHCOM  
Cdr, USCENTCOM  
Cdr, USAFRICOM

b. OSD-Policy contacts the Korean Embassy for formal coordination after POTUS signs for Cdr, UNC/USFK.

c. OSD-Policy contacts the Canadian Embassy for formal coordination after POTUS signs for Cdr, NORAD.

d. OSD-Policy contacts the State Department for coordination of a joint Secretary of State/Secretary of Defense Memorandum before Secretary of Defense signs, and contacts NATO for a formal coordination after POTUS signs on the Cdr, USJFCOM and Cdr, USEUCOM/SACEUR.

11. All general/flag officer nominations approved under Title 10, section 527 that have NATO duties and responsibilities require a 5-day silence period after signature by the POTUS (for example, Commander, International Security Assistance Force-Afghanistan).

ENCLOSURE E

PROMOTION BOARD REPORTS

1. The Defense Officer Personnel Management Act (DOPMA). Public Law 96-513, became effective 15 September 1981.

a. Officers on the active duty list selected for second lieutenant through major general hold a single, permanent grade.

b. Retirement for years of service:

(1) Regular brigadier general and rear admirals (lower half). Under 10 USC 635, appointment to regular grade of O-7 provides pay, insignia, and tenure to 30 years of service or five years time in grade, whichever is later.

(2) Retirement for years of service: regular major general and rear admirals. Under 10 USC 636, appointment to regular grade of O-8 provides pay, insignia, and tenure to 35 years of service or five years time in grade, whichever is later.

2. Promotion Policy Objectives for Joint Officers (10 USC 662) Officers who are serving in or have served on the Joint Staff are expected, as a group, to be promoted to the next higher grade at a rate not less than the rate for officers of the same armed force in the same grade and competitive category who are serving on, or have served on, the headquarters staff of their armed force; and officers who are serving in or have served in joint duty assignments are expected, as a group, to be promoted to the next higher grade at a rate not less than the rate for all officers of the same armed force in the same grade and competitive category.

3. Joint Representation on Selection Boards. 10 USC 612 requires that selection boards convened under 10 USC 611(a) include at least one joint duty officer currently serving in a JDA when the board considers officers who are serving in or have served in JDAs. The Chairman of the Joint Chiefs of Staff must designate such officers from Service nominations as joint selection board members for G/FO promotion boards. At a minimum, the nomination package must include:

a. Name and current assignment of nominee.

b. Indication of Service coordination and approval from the nominee's immediate supervisor as to availability and concurrence of the assignment by the combatant commander, head of U.S. element of an international command or staff, or head of an agency to whom the nominee would be subordinate.

c. The Secretary of Defense may waive the joint officer member requirement for any Marine Corps selection board, 10 USC 612(c).

#### 4. Promotion Categories

a. Joint Staff, JQO, Other Joint Duty. According to 10 USC 662, not later than January 1 of each year, the Secretary of Defense shall submit to Congress a report on the promotion rates during the preceding fiscal year of officers who are serving in, or have served in, joint duty assignments. If the promotion rates fail to meet the objectives of Section 662 (see 2a above) for any fiscal year, the Secretary shall include in the report for that fiscal year information on such failure and on what action the Secretary has taken or plans to take to prevent further failures.

b. Office of the Secretary of Defense. This category is a matter of policy, directed by the Secretary of Defense. The OSD category rate is compared to the Service headquarters rate.

c. Serving-In. This category reflects officers presently serving, regardless of duration, in a joint duty assignment or Service headquarters position.

d. Have-Served. This category represents officers who are no longer assigned to a JDA or Service headquarters when the board convenes.

(1) Every officer must be tracked and reported through their next promotion consideration following reassignment from the JDA or Service headquarters tour.

(2) This category will include officers selected for promotion to their current grade (O-6) who served as O-6 selects and left their joint assignment without being promoted to O-6.

(3) Statistics should reflect the date of each officer's selection board and not the date of rank.

(4) Officers who "have served" (HS) are tracked for each promotion board from leaving the JDA or headquarters assignment through the board of their most competitive promotion opportunity. See Appendix A to Enclosure E for definitions of zones. The following charts are provided for amplification:

<b>Service</b>	<b>Count HS in statistics for up to and including the board where the officer appears in the:</b>
Army	Promotion zone of the Zone of Consideration
Navy	Previously Considered Category for the second promotion board
AF	In Window of Eligibility Category
Marines	In Zone

**Figure 1. Have Served Offices - I**

<b>Service</b>	<b>Do not count HS in statistics when the officer appears in the:</b>
Army	Above zone of the Zone of Consideration
Navy	Third promotion board in the Previously Considered Category
AF	Above Window of Eligibility Category
Marines	Above Zone

**Figure 2. Have Served Offices - II**

e. In-Zone. For G/FO boards without zone designation (i.e., Above, In, and Below Zones), “in-zone” refers to the first time an officer is considered for the next higher rank. This constitutes initial eligibility, regardless of selection opportunity, year group, etc.

5. Promotion Statistics Report. See Appendix B to Enclosure E.

6. Promotion Waiver Provision

a. Per 10 USC 619(a), an officer may not be appointed to O-7 unless the officer has completed a full tour of duty in a JDA and for appointments after 30 September 2008, the officer has been selected for the joint specialty, 10 USC 661, making the officer a JQO.

b. The PDUSD(P&R) may waive the above when:

(1) Pre 1987 Waiver. The officer has served for not less than 12 months in an assignment that began before 1 January 1987 and involved significant experience in joint matters. Such term of service must have been considered a full tour of duty under policies and regulations of the Service in effect on 30 September 1986.

(2) Scientific and Technical. The officer’s selection for promotion was based primarily upon Sci-Tech qualifications for which sufficient joint requirements do not exist. When determining whether a waiver is allowed on

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Sci-Tech qualifications for a community, “sufficient joint requirements exist” when there are general or flag officer billets on the JDAL for that community.

(3) Professional. The officer is a medical, dental, veterinary, or medical service, biomedical science officer, nurse, chaplain, or judge advocate.

(4). Good of the Service Waiver. The Secretary of Defense approves this waiver for an officer who is selected without joint experience or the requisite joint education and that such a promotion is necessary for the good of the Service. These waivers will only be approved in cases involving exceptional or unusual circumstances and must be fully justified in the Service Secretary’s memorandum as part of the board approval process. The first duty assignment as a G/FO for an officer granted a Good of Service Waiver must be in a JDA.

## 7. Scientific and Technical Categories

a. Reference a provides that the PDUSD(P&R) may waive the JDA prerequisite for officers in certain Sci-Tech fields.

b. This waiver may be requested for an officer whose selection is based primarily on scientific and/or technical qualifications for which S-JDA positions do not exist. Officers holding one of the specialties listed below may serve one broadening assignment, not to exceed 36 months, outside that field while in the grade of O-3 through O-5. Officers receiving scientific and technical waivers must serve continuously in the specialized field or serve in an S-JDA before reassignment to any other general/flag officer non-scientific/non-technical position

c. Categories listed in reference a E.11.3.2.1 are as follows:

(1) Scientific.

(a) Chemical

(b) Oceanography

(c) Weather

(d) Engineer

1. Civil Engineer Corps

2. Engineering duty officer

3. Aeronautical engineering duty officer



4. Scientific and development engineer

(2) Technical

(a) Acquisition professional career fields

1. Critical Acquisition positions have additional requirements that are covered in 10 USC 1721. In accordance with 10 USC 1735(d), a nominee to fill a critical acquisition position must have at least ten years experience in acquisition positions and at least four years of that must be performed while assigned to a critical acquisition position.

2. The current list of critical acquisition positions can be found at reference b.

(b) Astronaut

(c) Aviation maintenance

(d) Comptroller or finance

(e) Education and training

(f) Law enforcement or military police

(g) Missile maintenance

(h) Ordnance

(i) Public affairs

(j) Research and development program management

(k) Services

8. Administrative Processing. To expedite the processing of all promotion board reviews, pre-coordination of statistics and joint tour waivers by the Joint G/FO Matters Office is recommended prior to the formal submission of the board results to the Secretary of the Military Department.

9. Requirements for Promotion Board Package. Appendix A is an example of a promotion board package. Three copies should be provided to OSD (Executive Service Directorate); however, only the original should be forwarded to the Chairman of the Joint Chiefs of Staff. At a minimum, the package must contain:

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a. The Secretary's memorandum to the Chairman addressing any significant aspect of the board report, to include if promotion objectives set forth in 10 USC 662 were not met, comments on action taken or action that will be taken to prevent subsequent failures and full justification for any Good of the Service Waiver requests.

b. The entire selection board report (including precept)

c. List of officers considered who are currently serving or have served on the Joint Staff

d. Selection board joint statistics

e. Selection list with career resumes of selects

f. Chairman's letter designating the joint representative

g. Joint duty assignment waivers requested

(1) Completed full joint tour (no waiver required)

(2) JDA before 1987 (Pre-87)

(3) Scientific or Technical (Sci/Tech)

(4) Professional

(5) GOS

h. Adverse summary sheets and reports of investigations, as required

i. The Secretary of Defense requires the following for all promotion packages:

(1) Scroll

(2) Press release

(3) Current IG check on all nominees, not more than 90 days old

(4) Draft memorandum to the President

(5) Acquisition corps statistics and documentation of coordination with the Under Secretary of Defense (Acquisition, Technology, and Logistics)

(6) Ethnic and racial profile statistics

(7) Promotion Board Report for SecDef approval

(8) Promotion board proceedings

10. Secretary of Military Department Action. 10 USC 618(b)(1) requires a Secretary of a Military Department whose selection board considered officers who are serving or who have served in JDAs to submit the report of the selection board to the Chairman of the Joint Chiefs of Staff.

11. Chairman of the Joint Chiefs of Staff Action. 10 USC 618(b)(2) requires the Chairman of the Joint Chiefs of Staff to review and determine the following:

a. The selection board acted consistent with the guidelines of the Secretary of Defense under 10 USC 615(c) to ensure that selection boards gave appropriate consideration to the JDA performance of officers who are serving, or have served, in such assignments.

b. The selection board otherwise gave appropriate consideration to the performance of officers who are serving, or have served, in JDAs.

c. After reviewing the report, the Chairman returns the report, with his determination and comments regarding the board results, to the Secretary of the Military Department.

d. If the Chairman of the Joint Chiefs of Staff determines that the board failed to consider appropriately the SecDef guidelines under 10 USC 615(c), the Secretary of the Military Department may:

(1) Return the board report with CJCS determinations and comments to the selection board for further proceedings.

(2) Convene a special selection board in accordance with 10 USC 628.

(3) Take other appropriate action to satisfy CJCS concerns.

e. If after completion of all stated action the Secretary of the Military Department and the Chairman still disagree, the Secretary concerned will indicate the disagreement, and the reasons for such disagreement, as part of the transmittal of the report of the selection board to the Secretary of Defense for appropriate action. Such transmittal, by law (10 USC 618(b)(5)), must include any CJCS comments.

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APPENDIX A TO ENCLOSURE E

DEFINITIONS OF ZONES AND DETERMINATION OF MOST COMPETITIVE  
OPPORTUNITY FOR SELECTION

GENERAL/FLAG OFFICER SELECTION BOARDS

For the purpose of this instruction, the following definitions of zones and determination of the most competitive opportunity for selection for computing meeting of statutory promotion objectives for general and flag officer selection boards is provided:

Army – All officers appearing before a particular general officer promotion board fall into a **Zone of Consideration**. Junior officers appear in a Below Zone of the Zone of Consideration; the more senior appear in an Above Zone of the Zone of Consideration. The most competitive opportunity for selection will normally come from the Promotion Zone of the Zone of Consideration.

Navy – Officers appearing before their first selection board are considered in an **Initial Eligible** category. Subsequent board appearances find the officers listed as **Previously Considered**. The most competitive opportunity for selection will normally come from officers appearing for the second or third time in the Previously Considered category.

Air Force – The most competitive opportunity for selection will normally come from the officers in a **Window of Eligibility** (normally those with 23-25 years of Service for an O-7 board), junior officers appearing before the selection board are Below the Window and senior officers are considered Above the Window.

Marine Corps – Three zones are used. **Above Zone, In Zone, and Below Zone**. Selection opportunity is based on the Above Zone and In Zone categories combined. The most competitive opportunity for selection will normally come from the In Zone category.

When determining whether or not a general or flag officer promotion board has achieved the promotion policy objectives for joint officers (10 USC 662), consider the calculations for the zone containing the most competitive opportunity for the officer to be promoted. If an officer is selected from a zone other than the most competitive for that board, add that individual's have served or serving-in statistics to the most competitive category before making calculations.

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APPENDIX B TO ENCLOSURE E  
STATISTICS REPORTS

PROMOTION BOARD STATISTICS REPORT  
FOR (FY, SERVICE, GRADE, COMPETITIVE CATEGORY)

Promotion Selection Board Data Entry Page

Military Service: \_\_\_\_\_  
Board Title: \_\_\_\_\_  
Board Convening Dates: \_\_\_\_\_

	CY-4 2005	CY-3 2006	CY-2 2007	CY-1 2008	Board Convening Year 2009		
<b>Number of Eligible Officers</b>							
Total						Fill in the highlighted cells based on the eligibles and selects who met this board.	
Service Headquarters							
Joint Staff							
OSD							
All Joint							
Joint Qualified Officers							
Acquisition Corps							
<b>Number of Selected Officers</b>							The remainder of the cells will be populated automatically.
Total							
Service Headquarters							
Joint Staff							
OSD							
All Joint							
Joint Qualified Officers							
Acquisition Corps							
Good of the Service Waivers Requested							
Good of the Service Waivers Approved							
Good of the Service Waivers Enacted							
Adverse							
Recommended with Adverse							

**Calculated Data**

Board Average %	0.0%	0.0%	0.0%	0.0%	0.0%
Service Hq %	0.0%	0.0%	0.0%	0.0%	0.0%
Joint Staff %	0.0%	0.0%	0.0%	0.0%	0.0%
OSD %	0.0%	0.0%	0.0%	0.0%	0.0%
All Joint %	0.0%	0.0%	0.0%	0.0%	0.0%
Joint Qualified Officer %	0.0%	0.0%	0.0%	0.0%	0.0%
Acquisition Corps %	0.0%	0.0%	0.0%	0.0%	0.0%

**Objectives**

Note: If objectives are not met, the number of officers required to meet the objective is listed as a negative. If the objective is exceeded, the number of officers in excess of the objective will be listed as a positive.

Joint Staff vs. Service Hq Δ (Statutory)	0	0	0	0	0
OSD vs. Service Hq Δ (Policy)	0	0	0	0	0
All Joint vs. Board Avg Δ (Policy)	0	0	0	0	0
Joint Qualified Officer Δ Board Avg (Statutory; est. 2008)	0	0	0	0	0
Acquisition Corps Δ (Statutory)	0	0	0	0	0

**STATUTORY REQUIREMENTS:** Joint Staff in accordance with (IAW) 10 USC § 662(a)(1); Joint Qualified Officer IAW 662(a)(2); and Acquisition Corps IAW 10 USC § 1731.

**Figure 3. Promotion Board Statistics Report**

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These statistics are required by 10 USC 667 and 662(b) and are included in the Annual Joint Officer Management Report to the Congress. They are used to assess DOD compliance with statutory joint officer promotion policy objectives in title 10, U.S.C. Section 662.

1/ Total values should not double-count any officer within the category total. Total considered and total selected are not necessarily the mathematical sum of the “serving in” plus the “have served” count if there are officers who have served in more than one joint tour since their last promotion board. Total values should represent a single accounting of all officers who were considered and all officers who were selected. No officer should count as considered more than once or as selected more than once within the category total.

2/ Number considered.

3/ Number selected.

4/ Percent selected (the number selected divided by the number considered). Compute to the nearest tenth. At .05 or more, round up. For example, 45.05 percent rounds up to 45.1 percent.

5/ Includes all officers who are SI or HS in JDAs, except Joint Staff officers. Includes officers serving in or who have served on the OSD staff. Includes officers now serving or who have served in temporary joint task force positions approved by the Secretary of Defense for inclusion on the JDAL.

6/ Includes all officers formally designated by the Secretary of Defense as JQOs before the date the promotion board convenes. For “total,” also include officers qualified as JQO “pool.”

7/ Comparison required by Secretary of Defense policy.

8/ Includes Service Secretariats.

9/ All officers considered within the same zone and all officers selected within the same zone (totals only).



APPENDIX C TO ENCLOSURE E  
EXAMPLE OF JOINT REPRESENTATIVE REQUEST

DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS UNITED STATES AIR FORCE

MEMORANDUM FOR THE CHAIRMAN OF THE JOINT CHIEFS OF STAFF

Subject: Joint Duty Representative for CY-0\_ Active Brigadier General  
Selection Board

1. In accordance with 10 USC 612, request the Chairman approve the appointment of Major General John Q. Public, USAF, to serve as the joint representative on the Air Force CY-0\_ Brigadier General Selection board scheduled to convene on \_\_\_\_ (date) \_\_\_\_.
2. Major General Public is a Joint Qualified Officer who is currently serving as the Vice Director, Joint Staff. He has been contacted and is available to serve. Vice Admiral D. Jones, Director, Joint Staff, is aware of this request and concurs.
3. Major General Public's service resume is attached.

/signature/

Enclosure

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APPENDIX D TO ENCLOSURE E  
EXAMPLE OF PROMOTION BOARD PACKAGE

Promotion Package enclosures:

a. Secretary of the Military Department memorandum to the Chairman of the Joint Chiefs of Staff addressing any significant aspect of the board report, to include if promotion objectives set forth in 10 USC 662 were not met, comments on action taken or action that will be taken to prevent subsequent failures.

b. Selection Board Report (membership, precept, selection list, etc.)

c. Nomination scroll

d. Joint Staff eligibles

e. Joint statistics in Appendix A to Enclosure E format

f. Joint representative designation letter (copy)

g. Joint duty waiver summary

h. Career resumes

i. Ethnic and racial profile statistics

j. Adverse summary sheets and reports of investigations, as required.

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APPENDIX E TO ENCLOSURE E  
INFORMATION REQUIRED BY J1 FOR GENERATING JMIS PROMOTION  
BOARD REPORTS

At least 30 days prior to convening date of board provide J1:

(a) E-mail stating:

- Board convening date
- Previous board's convening date
- Date of rank (DD-MON-YYYY) of the junior officer that met the previous board

(b) an attachment to the e-mail listing:

- Eligible members Social Security Numbers
- Date of the board the eligible member was last promoted

This data must be built using a TEXT spreadsheet format. The data must be in the following format:

SSN    ZONE    DD-MON-YYYY

Note: SSNs should not include any dashes; dates should include dashes. Data submitted in any other format will be returned as unusable. Ensure data follows this example:

123456789    A    05-JAN-2008

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ENCLOSURE F

GENERAL AND FLAG OFFICER FROCKING

1. Wearing of Insignia of Higher Grade Before Promotion (Frocking):

a. Authority. An officer who has been selected for promotion to the next higher grade may be authorized to wear the insignia of that next higher grade only in accordance with the law (10 USC 777) and the regulations and policies of the Department of Defense.

b. Restrictions:

(1) An officer may not wear that insignia unless the Senate has given its advice and consent to the appointment of that officer to the next higher grade.

(2) The officer must be serving in, or have orders to serve in, a position for which that grade is authorized.

(3) Authority for that officer to wear the insignia of that grade has been approved by the Secretary of Defense (delegated to the USD(P&R) and PDUSD(P&R)); and

(4) The Secretary of Defense has submitted to Congress a written notification of the intent to authorize the officer to wear the insignia for that grade and a period of 30 days has elapsed after the date of notification.

c. Limitation on number of G/FOs frocked:

(1) The total number of O-6s and O-7s on the active duty list authorized to be frocked (subject to the above restrictions) to the grade of O-7 and O-8 may not exceed 85. Allocations are as follows: Allocations are as follows: Army – 29, Navy – 21, Air Force – 27, and Marine Corps – 8.

(2) Officers may not be frocked to O-9 or O-10.

2. DOD Policy:

a. All frocking statutory and numeric limitations must be adhered to throughout the fiscal year.

b. The following criteria are established as prerequisites for frocking of G/FOs:

- (1) Nominated for appointment by the President.
- (2) Confirmation of the nomination by the Senate.

(3) The officer considered for frocking is serving in an authorized billet designated for the higher grade, or being ordered to an authorized billet designated for the higher grade and shall commence serving in that position within 60 days. Frocking greater than 60 days prior to the commencement of service in the billet of the higher grade is permissible if extended delays enroute are expected. In the later case, frocking may occur no earlier than the date of departure from the pervious duty assignment.

(4) Frocking must be essential to the officer's maximum effectiveness in the assigned billet. Appropriate situations are:

- (a) Assignment to duties in the international environment;
- (b) Assignment to joint duties;
- (c) Assignment to command; or
- (d) Other unusual circumstances, as determined by the Service

Secretary.

(5) Approval authority for frocking has been delegated to the USD(P&R) and PDUSD(P&R).

(6) Congress must be notified of the intent to frock a minimum of 30 days in advance of the officer wearing the insignia of the higher grade. This notification may not take place until after confirmation.

c. Secretaries of Military Departments:

(1) Shall submit requests for G/FO frocking to the USD(P&R) certifying that frocking is essential to the officer's maximum effectiveness in the billet and setting forth a written justification that supports the certification.

(a) O-7 and O-8: The secretaries of each military department will submit to USD(P&R) for approval, **no later than the first day of each month**, a request for frocking of officers. This request must include four spreadsheets:

1. List of officers requiring frocking and justification identifying the representation requirements of the position to which each officer is assigned. Spreadsheet will include the following information:



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Name/Service/Current Duty Title/Frocker Grade/Date Frocker Required/Projected date of Assignment/Duty Requiring Frocker/Date POTUS Approved/Date Senate Confirmed/(FY or CY Promotion List #/ Projected Date of Promotion/Justification (International, Joint, Command or Other (other category requires written comments))).

2. List of officers currently frocker. Spreadsheet will include:

Name/Frocker Allocation #/Frocker Grade/Projected Date of Promotion/Date Authorized to Frocker/Date Frocker/Date of Frocker Request

3. List of officers approved but not yet frocker. Spreadsheet will include:

Name/Frocker Allocation #/Frocker Grade/Projected Date of Promotion/Date Authorized to Frocker/Projected Date of Frocker/Date of Frocker Request

4. Each individual request must be aligned with a specific allocation. Spreadsheet will include a numerical accounting of all frocker authorizations (i.e., 1 through 10) with names of officers aligned to each number. Spreadsheet should indicate in months how long each officer will be frocker and which officer is planned to assume that allocation upon that officer's promotion.

(c) If the list of officers requiring frocker contains officers currently in, or projected to be assigned to, a joint position, the request must be routed through the CJCS (G/FO Matters) prior to delivery to USD(P&R). If the request does not contain joint officers, a copy will be provided to CJCS.

(d) The Service must establish controls to ensure the frocker ceilings, as set out above, are not exceeded, and that all frocker restrictions are adhered to.

d. USD(P&R) shall act upon requests properly received from the Secretaries of the military departments by executing the appropriate approvals and forwarding written notification to Congress only after the officer(s) have been confirmed for appointment to the next higher grade. The notification to Congress of the Secretary of Defense's intent to frocker will not be forwarded until the officers concerned are confirmed by the Senate and otherwise meet the criteria for frocker in law, directives, and policy. Additionally, the OSD(P&R) will notify the Services upon completion of this action.

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ENCLOSURE G

PROCESS TO DETERMINE SIGNIFICANT JOINT DUTY EXPERIENCE FOR  
SELECTED RESERVE AND NATIONAL GUARD OFFICERS

1. Background. The Secretary of Defense may not recommend an officer to the President for appointment as Chief of the Army Reserve, Chief of Navy Reserve, Commander, Marine Forces Reserve, Chief of Air Force Reserve, Director, Army National Guard, or Director, Air National Guard, unless the officer is determined by the Chairman to have significant joint duty experience.

2. Criteria. Reserve component (RC) officers may gain knowledge, skills, proficiency, and expertise in joint matters in any number of ways. These duties include joint assignments, joint exercises, joint professional military education, alternative education, and similar activities.

a. The RC joint experience worksheet matrix provides a comprehensive means of evaluating overall joint exposure. The matrix establishes significant joint experience based on point value and qualitative analysis.

b. Point value is used as an indicator of significant knowledge, skills, and expertise in joint matters. A higher cumulative point value is indicative of a greater amount of joint experience.

c. Qualitative analysis documents the level of participation an individual will have in a joint assignment. As an example, an action officer's level of participation will be viewed differently than an officer participating in a standard command billet.

3. Process. The Service Secretaries shall include in the nomination package a summary of qualifying joint duty experience as well as the RC Joint Experience Worksheet (attached).

a. Service GOMOs will coordinate significant joint experience matrix development with their reserve counterparts. This coordination will emphasize billet assignment, based on point value and qualitative analysis.

b. The Services will provide an overall estimated point value determined by adding sums of the applicable venues. The duration of the activity must be accurately identified to allow the Chairman to determine that the officer has gained significant experience.

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c. The Services will identify qualitative analysis for specific positions within the remarks section of the matrix. The identification of specific assignments and summary of duties will highlight the quality of performance as it relates to significant experience.

d. The nomination, joint duty experience summaries, and worksheet will be submitted to the Joint Staff, Special Assistant for General/Flag Officer Matters office. The G/FO will ensure the nomination package is complete and meets all process requirements. The final step in the process will be the Chairman's determination that the nominated RC officer has significant joint experience.

e. The Chairman will review this process every two years to determine if it can be merged with the JQS. The processes will be merged only after a sufficient number of RC officers are designated as joint qualified officers according to the criteria established by the JQS.



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ENCLOSURE H

REFERENCES

- a. DODI 1300.19, 31 October 2007, "DOD Joint Officer Management Program"
- b. Defense Acquisition University, <http://www.dau.mil/workforce/CAPs.asp>  
(August 17, 2010)
- c. Blue Book, July 2010, "General/Flag Officer Joint/Outside-Service Positions of Interest to the Joint Chiefs of Staff"

SUPPORTING DOCUMENTS

10 USC, sections 151, 152, 154, 155, 164, 525, 526, 528, 601, 604, 612, 614 through 619a, 625, 636, 638 through 640, 661 through 668, 689, 690, 704, 711 714, 721, 777, 977,1370

DOD Directive 1320.12, 30 October 1996, "Commissioned Officer Promotion Program"

DODI 1320.14, 24 September 1996, "Commissioned Officer Promotion Program Procedures"

DODI 1334.2, 12 February 2002, "Frocking of Commissioned Officers"

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GLOSSARY

PART I--ABBREVIATIONS AND ACRONYMS

ACOS	Assistant Chief of Staff
ACE	Allied Command Europe
ACT	Allied Command Transformation
ARRC	ACE Rapid Reaction Corps
ASD(ISA)	Assistant Secretary of Defense (International Security Affairs)
CAOC	Combined Air Operations Center
CIACentral Intelligence Agency	
CJCS	Chairman of the Joint Chiefs of Staff
CJDA	Critical joint duty assignment
CDR	Commander
CDRMARITIMEAIRMED	Commander, Maritime Air Forces Mediterranean
CDRSTRIKFORSOUTH	Commander, Naval Striking and Support Forces Southern Europe
COS	Chief of Staff or Critical Occupational Skill
CSS	Central Security Service
DCDR	Deputy Commander
DCOS	Deputy Chief of Staff
DIA	Defense Intelligence Agency
DepDir	Deputy Director
Dir	Director
DISA	Defense Information Systems Agency
DLA	Defense Logistics Agency
DSCA	Defense Security Cooperation Agency
DOD	Department of Defense
DODD	Department of Defense Directive
DODI	Department of Defense Instruction
DOE	Department of Energy
DOPMA	Defense Officer Personnel Management Act
DOS	Department of State
DTRA	Defense Threat Reduction Agency
FO	Flag Officer
FOMO	Flag Officer Matters Office
FY	Fiscal Year
G/FO	General/Flag Officer
GE	Germany
GOMO	General Officer Matters Office

GOS	Good of the Service
IG	Inspector General
JCS	Joint Chiefs of Staff
JDA	Joint duty assignment
JDAL	Joint duty assignment list
JMIS	Joint Manpower Information System Assignment Management Information System
JMP	Joint Manpower Process
JQO	Joint Qualified Officer
JSO	Joint specialty officer
JSRC	Joint Sub-Regional Command
JTLW	Joint Tour Length Waiver
MDA	Missile Defense Agency
Med	Mediterranean
Mil App	Military Application
NAC	North Atlantic Council
NAEWF	NATO Airborne Early Warning Force
NATO	North Atlantic Treaty Organization
NDU	National Defense University
NIMA	National Imagery and Mapping Agency
NMC	NATO Military Committee
NORAD	North American Air Defense Command
NSA	National Security Agency
OEPM	Officer and Enlisted Personnel Management
OIE	Operations/Intelligence/Exercises
Ops	Operations
OSD	Office of the Secretary Defense
PADA	Principal Assistant Deputy Administrator
PD	Position Description
PDUSD(P&R)	Principal Deputy Under Secretary of Defense (Personnel and Readiness)
Pol Req Br	Policy Requirements Branch
PUSD(P&R)	Principal Under Secretary of Defense (Personnel and Readiness)
RC	Regional Command
SACEUR	Supreme Allied Commander, Europe
SACT	Supreme Allied Commander, Transformation
SASC	Senate Armed Services Committee
SecDef	Secretary of Defense
SecState	Secretary of State

SHAPE	Supreme Headquarters Allied Powers Europe
STRIKFORSOUTH	Naval Striking and Support Forces Southern Europe
UNC/USFK	United Nations Command/United States Forces Korea
UNMSC	United Nations Military Staff Committee
USC	United States Code
USCENTCOM	United States Central Command
USD(P&R)	Under Secretary of Defense (Personnel and Readiness)
USEUCOM	United States European Command
USJFCOM	United States Joint Forces Command
USNMR	United States National Military Representative
USPACOM	United States Pacific Command
USSOUTHCOM	United States Southern Command
VCJCS	Vice Chairman of the Joint Chiefs of Staff
WHS	Washington Headquarters Services

## PART II--DEFINITIONS

**assignment** -- The position in an organization to which an officer permanently belongs for labor accounting purposes. Temporary duty with other organizations does not alter the officer's permanent assignment status.

**Blue Book** -- The "Joint/Outside-Service Positions of Interest to the Joint Chiefs of Staff" (referred to as the Blue Book). It is published quarterly and lists all G/FO positions identified on the JDAL. The book is divided into eight sections and reflects all pertinent data applicable to the position and the incumbent.

**combatant command position** -- A category of positions defined by the Chairman of the Joint Chiefs of Staff. Incumbents of those positions are responsible for unified command and control of combat operations or operations other than war.

**critical joint duty assignments (CJDA)** -- Designation of a "JDA position" for which considering the duties and responsibilities of the position the incumbent should be previously experienced and educated in joint matters or, at a minimum, the position would be greatly enhanced by such an incumbent. Critical positions are proposed by heads of joint activities, approved by the Secretary of Defense with the advice and assistance of the Chairman of the Joint Chiefs of Staff, and documented in the JDAL. Critical positions are filled by joint specialty officers unless waived by the Chairman of the Joint Chiefs of Staff.

**earliest replacement date** -- The date a G/FO position is scheduled for turnover. The initial date is the standard tour length for that billet. Interim changes occur due to extensions, retirement, or projected tour length waivers.

**joint duty assignment (JDA)** -- A JDA is an assignment that provides significant experience in joint matters as defined by 10 USC 668. There are two types of JDAs as defined by reference a: a Standard Joint Duty Assignment (S-JDA) is an assignment that meets the tour length requirement prescribed in 10 USC 664(a); an experience-based Joint Duty Assignment (E-JDA) is such other assignments and experiences that demonstrate an officer's mastery of knowledge, skills, and abilities in joint matters, as determined under such regulations and policy as prescribed by the Secretary of Defense. E-JDAs may be shorter in duration; therefore, they may be aggregated to achieve the equivalent of a full tour of duty in an S-JDA.

**joint duty assignment list (JDAL)** -- a consolidated listing of standard joint duty (S-JDA) assignments whose duties involve matters related to the achievement of unified action by multiple military forces in operations conducted across domains such as land, sea, or air, in space, or in the information environment, including matters relating to national military

strategy; strategic planning and contingency planning; command and control of operations under unified command; national security planning with other departments and agencies of the United States; and combined operations with military forces of allied nations.

**joint duty credit** -- Joint duty credit is the joint credit designation granted for the completion of a tour, or accumulation of tours, of duty in a JDA that meets all statutory requirements. Cumulative joint duty credit is the joint credit designation granted for continuous time served in a JDA of at least 10 months but less than the duration needed to qualify for full joint duty credit.

**Joint Pool** -- 294 joint G/FO billets managed by CJCS

**Joint Pool Buffer** -- 30 billets retained and managed by OSD(P&R) to facilitate potential

**Joint Pool Service Allocation** -- That number of billets allocated to Services based on 5-year rolling average for Joint Pool participation. Joint growth and/or reprioritization of joint G/FO billets.

**Joint Pool Service Fair Share** -- Baseline allocation to Services based on 294 billets in the Joint Pool.

**Joint qualified officer (JQO)** -- An officer designated by the Secretary of Defense, with the advice and assistance of the Chairman of the Joint Chiefs of Staff, who is educated and trained in joint matters and has completed the requirements for "JQO" designation. Replaces the term "joint specialty officer (JSO).

**joint specialty officer (JSO)** -- An officer designated by the Secretary of Defense, with the advice and assistance of the Chairman of the Joint Chiefs of Staff, who is educated and trained in joint matters and has completed the requirements for "JSO" designation. Replaced by the designation joint qualified officer "JQO."

**key assignment** -- A position of importance that warrants consideration by the Chairman of the Joint Chiefs of Staff. These positions are of significant responsibility within joint organizations and activities and, as such, deserve CJCS review. They are NOT JDAs (not listed on the JDA list) and do not accumulate G/FO joint duty credit as defined by law. Such positions are identified in reference c as "Key" under the Service rotation column.

**manpower actions** -- Additions, deletions, or modifications to positions on manning documents, or to the document itself, that authorizes the assignment of personnel.

**Monthly Service Participation** -- Current snapshot of a Service's participation in the Joint Pool for that month.

**nominative (NOM) position** -- All Services participate in providing nominees to be considered for the position. There is no specific rotation. The most qualified officer will be selected, regardless of Service affiliation.

**Pending List** -- All validated joint duty positions that are not currently in the Joint Pool or assigned to the Buffer list.

**restrictive nominative (RN) position** -- The most restrictive selection process because of technical prerequisites of a position. The functional requirements of the position limit one or more Services from participating.

**rotational (ROT) position** -- Some or all of the Services may participate in filling a specific position in a predetermined order. Service participation in staffing rotational G/FO positions not only ensures critical positions of importance remain filled, but also permits each Service to maximize its long-range assignment planning strategy. The Services assume the responsibility to meet requirements of rotational positions both fulfilling complete tours and having qualified candidates ready for rotation.

**service rotation** -- The participation schedule of the Services in staffing particular G/FO positions. There are four types of Service rotations: nominative, restrictive nominative, rotational, and Service-specific.

**service-specific (SS) position** -- A single Service is designated to continuously fill a specific position.

**5-year rolling average Participation** -- 60 months of accumulated Joint Pool participation data identifying the Services contribution. This data is listed in a monthly report that highlights each Services Joint Pool contribution, grade distribution, and five-year future fair contribution.

PART III--CODES

JMIS DEPARTURE REASON CODES

**Depart Reason**

- H** -- Joint Task Force JDAL reassignment
- J** -- Reassignment from overseas joint tour (including Alaska and Hawaii) with prescribed accompanied tour length of 36 months or more, when officer served in an unaccompanied status less than 34 months, field grade officer only, without SECDEF waiver (cumulative credit)
- K** -- Reassignment on or after completion of a full JDA where the prescribed full tour length is less than 24 months, general/flag officer only (cumulative or no credit)
- L** -- Early reassignment from a second JDA
- M** -- JDA position change within a major activity, for any reason, unless start of a completely new JDA is intended
- N** -- Early reassignment due to previous cumulative JDA time counting toward a now completed JDA (full credit)
- P** -- Early reassignment of critical occupational specialist on initial JDA (full credit)
- Q** -- Early reassignment due to suspension from duty (no credit)
- R** -- Early reassignment to another JDA, due to promotion and no other suitable JDA in major activity, without SECDEF waiver (cumulative or no credit)
- S** -- Early reassignment for hardship, humanitarian, compassionate, or medical reasons, without SECDEF waiver (cumulative or no credit)
- T** -- Early reassignment to another JDA, due to reorganization that eliminated position to which officer was assigned, without SECDEF waiver (cumulative or no credit)
- U** -- Reassignment from overseas joint tour (including Alaska and Hawaii) with prescribed accompany tour
- V** -- Early reassignment with SECDEF waiver (cumulative, full, or no credit)
- W** -- Reassignment on or after completion of full JDA (or After at Least 34 months service for field grade) with tour length of at least 36 months (field grade) OR 24 months (GFO) (full credit)
- X** -- Retirement (full or no credit)
- Y** -- Separation/release from active duty (full or no credit)

**Codes A through G, I, O, and Z pertain to O-6's and below. This document pertains only to O-7's and above.**

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