

Personnel-General

PROFESSIONAL DEVELOPMENT AND UTILIZATION
OF COMMISSIONED OFFICERS IN THE ARMY NATIONAL GUARD

Summary. This pamphlet provides a guide to managing ARNG officer careers and clarifies new terminology used in the OPMS program. The responsibilities of the State adjutants general, officer personnel managers, commanders, and individual officers, as they pertain to officer career management, are discussed. Other aspects of officer career planning, such as qualifications, education, assignments, promotions, and retirement are also discussed. New material on Functional Areas, Areas of Concentration, and the commander as a mentor has been added.

Applicability. This pamphlet applies only to the Army National Guard in the management of commissioned officer personnel. It does not apply to the active Army or Army Reserve, nor does it apply to ARNG enlisted personnel or warrant officers.

Impact on the Unit Manning System. This pamphlet does not contain information that affects the New Manning System.

Interim changes. Interim changes to this pamphlet are not official unless they are authenticated by the Executive, National Guard Bureau. Users will destroy interim changes on their expiration dates unless sooner superseded or rescinded.

Suggested improvements. The proponent agency of this pamphlet is the Officers Branch, Personnel Division, NGB. Users are invited to send their comments and suggested improvements on DA Form 2028 (Recommended Changes to publications and Blank Forms) directly to Chief, National Guard Bureau, ATTN: NGB-ARP-O, Washington, D.C. 203102500.

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*This pamphlet supersedes NGB Pam 600-1, 9 January 1981, and NGB Pam 600-3, 27 February 1981.

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Chapter 1 The Officer Personnel Management System in the Army National Guard

1-1. Purpose and Scope

a. This pamphlet provides general guidance to assist State adjutants general, officer personnel managers, commanders, and individual officers in the professional development and proper use of all Army National Guard (ARNG) officers.

b. The Officer Personnel Management System - Army National Guard (OPMS-ARNG) consists of the management policies and procedures by which commissioned officers of the ARNG are selected, trained, assigned, developed, evaluated, promoted, and separated from the ARNG. The purpose of OPMS-ARNG is to increase the effectiveness and professionalism of the ARNG officer corps. The accomplishment of this objective has a significant impact upon attaining readiness objectives.

c. This pamphlet is also intended to inform the individual officer of the requirements and opportunities for normal career progression and growth in the ARNG. In order to explore and use the full potential of each officer, a personalized approach to professional development should be made available in career programming.

1-2. References

Required publications are listed in appendix A.

1-3. Objectives

The objectives of OPMS-ARNG are to--

a. Develop officers in adequate numbers and with the right skills to fully satisfy ARNG requirements, while taking maximum advantage of

each officer's inherent abilities, aptitudes, and interests.

b. Assign officers according to the needs of the ARNG in each State by considering mission requirements in conjunction with the individual's competence and desires.

c. Provide for the most efficient utilization and maximize the professional satisfaction of each officer.

1-4. Factors affecting OPMS-ARNG

Career management for ARNG officers is controlled by Department of the Army (DA) and National Guard Bureau (NGB) policy and administered at the State level by authority of the Adjutant General. Duty assignments are made at the State level based upon the force structure of the State, available officers for available positions, unit readiness, and geographic considerations. In addition, promotions, branch transfers, evaluations, separations, and other similar personnel actions are administered by the State within DA and NGB policy guidance. Appointments, branch designation or change, and promotions require Federal recognition which is awarded at NGB based upon the recommendation of a Federal recognition board conducted at the State level. (See NGR 600-100.) The Official Military Personnel File (OMPF) for ARNG officers is maintained at the ARNG Personnel Center (GuardPERCEN). During reorganizations and changes in force structure, the Adjutant General and his staff are equipped to know and understand local conditions and make the necessary decisions to change unit locations and designations and the attendant changes in officer assignments.

1-5. Background

AR 611-101 (Commissioned Officer Classification System) is a complete compilation of the

commissioned officer classification system to include guidance for grading of positions in authorization documents. It provides the commissioned officer branches, functional areas, areas of concentration, and skills used to classify officer positions and to identify individuals qualified to perform in these positions. The glossary found in DA Pamphlet 600-3 (Commissioned Officer Professional Development and Utilization) contains abbreviations and definitions of OPMS terms. These publications are applicable to the ARNG.

1-6. Responsibilities

a. The Adjutant General. The State adjutants general are responsible for the overall direction and effectiveness of the officer career management program in their respective States. This includes designation of branches, functional areas, and awarding of areas of concentration and skills as well as the operation of personnel administration and the preparation, maintenance, and disposition of qualification records for all officers. In addition, they are responsible for--

(1) Appointing the State Officer Personnel Manager (OPM).

(2) Maintaining policies affecting all aspects of officer careers.

(3) Implementing appropriate promotion and retention policies in accordance with existing regulations.

(4) Implementing appropriate policies concerning appointment, assignment, transfer, and separation of ARNG officers that provide for officer career development opportunities.

b. Officer Personnel Manager (OPM). The OPM is the primary representative of the Adjutant General in implementing and administering the officer career management

program. The OPM has the primary responsibility of ensuring the various policies and regulations are administered equitably and with consideration for the human factor when possible. The OPM is the link between OPMS-ARNG and the individual officer. The relationship among each officer, the various levels of personnel managers, and the OPM is shown in figure 1-1. The OPM is specifically responsible for--

(1) Serving as the principal advisor to the State Adjutant General on matters pertaining to officer personnel-management.

(2) Operating the State officer career management program under the direct supervision of the director of personnel, military personnel officer, or as designated by the Adjutant General.

(3) Ensuring that an effective counseling program is in operation to determine proper assignment potential for each officer.

(4) Maintaining career management records to effectively manage and control normal progression of career patterns for each officer.

(5) Designating officer's branches and functional areas in consonance with the State inventory of officer positions.

(6) Reviewing each officer's records to ensure appropriate areas of concentration (AOC), skill identifiers, and language identification codes (LIC) are properly awarded and recorded.

(7) Recommending appropriate education requirements in order to ensure officers are qualified for their assigned duty position.

(8) Directing and supervising annual reviews of all officers' branches, functional areas, areas of concentration, skills, and language identification codes to determine continuing qualification and to determine if changes required by new qualifications have been made.

c. Commanders. Career management and planning is a vital part of command and troop leadership. All commanders must be concerned with the application of leadership principles as they apply to OPMS. Commanders at all levels assist in the administration of the officer career management program by--

(1) Maintaining close coordination with the OPM to develop and properly guide the career of each officer under their command.

(2) Recommending assignments of officers under their command according to qualifications, aptitudes, potential, and desires of the officer.

(3) Serving as a mentor to officers in the command. This includes providing timely advice and counsel as well as actively coaching and directing subordinates. Commanders should strive to take a personal interest in subordinates and serve as a role model worthy of emulation. Timely advice and active mentorship can influence young officers to make key decisions concerning their career plans.

(4) Conducting periodic performance and career counseling. The importance of counseling cannot be overemphasized particularly for officers at the company level.

(5) Assuring careful preparation and timely submission of DA Forms 67-8, Officer Evaluation Reports (OER). The OER is one of the most important documents used to make personnel decisions concerning assignments and career progression. Unless an officer's capabilities, accomplishments, and shortcomings are accurately reflected in evaluation reports, appropriate assignments and other personnel decisions cannot be made. Late, incomplete, or improperly prepared OERs may damage an officer's career. The proper preparation of the OER includes use of the DA Form 67-8-1, OER Support Form throughout the rating period to establish

goals, record accomplishments, and counsel subordinates. Chapter 8, AR 623-105 governs the use of the OER in the ARNG.

d. Organizational personnel officers. The organizational personnel officer, especially at battalion level, plays a vital role in officer career management for ARNG officers. The responsibilities of the personnel officer include--

(1) Maintaining liaison between the OPM, the commander, and each officer in the administration of the career management program.

(2) Assisting officers in updating their personnel records and forwarding additional records to the OPM concerning the awarding and/or withdrawing of areas of concentration, skill indicators, and language identification codes.

(3) Counseling each officer concerning requirements for designation of branches and functional areas, and the awarding of areas of concentration, skill identifiers, and language identification codes.

(4) Maintaining the Military Personnel Records Jacket to reflect current status and qualifications of officers.

(5) Making recommendations to the commander and the OPM for changes to the personnel status of officers.

e. Individual officer. Each officer must assume responsibility for career planning beginning at the time of appointment or commissioning. Officers must be their own career managers and programers and take personal responsibility for development of career plans. This can be accomplished by--

(1) Familiarizing themselves with the practices and policy of OPMS-ARNG, their State, and their commander.

(2) Continually seeking guidance from their superiors in relating career planning and

policies to personal talents and desires. Careful planning and consideration should be given to the time necessary to complete required military schooling.

(3) Conducting annual audits of personal qualification records to ensure current data is recorded to support designated branches and functional areas and awarded areas of concentration and skills. Officers are also responsible for auditing the entire contents of their official records to include documentation of awards. Any discrepancies in an officer's records should be brought to the attention of unit administrative

personnel.

(4) Evaluating personal progress periodically and making necessary adjustments to achieve established personal goals or revising goals.

(5) Maintaining liaison and cooperating with the assigned personnel officers, commander, and the OPM in order to provide necessary information.

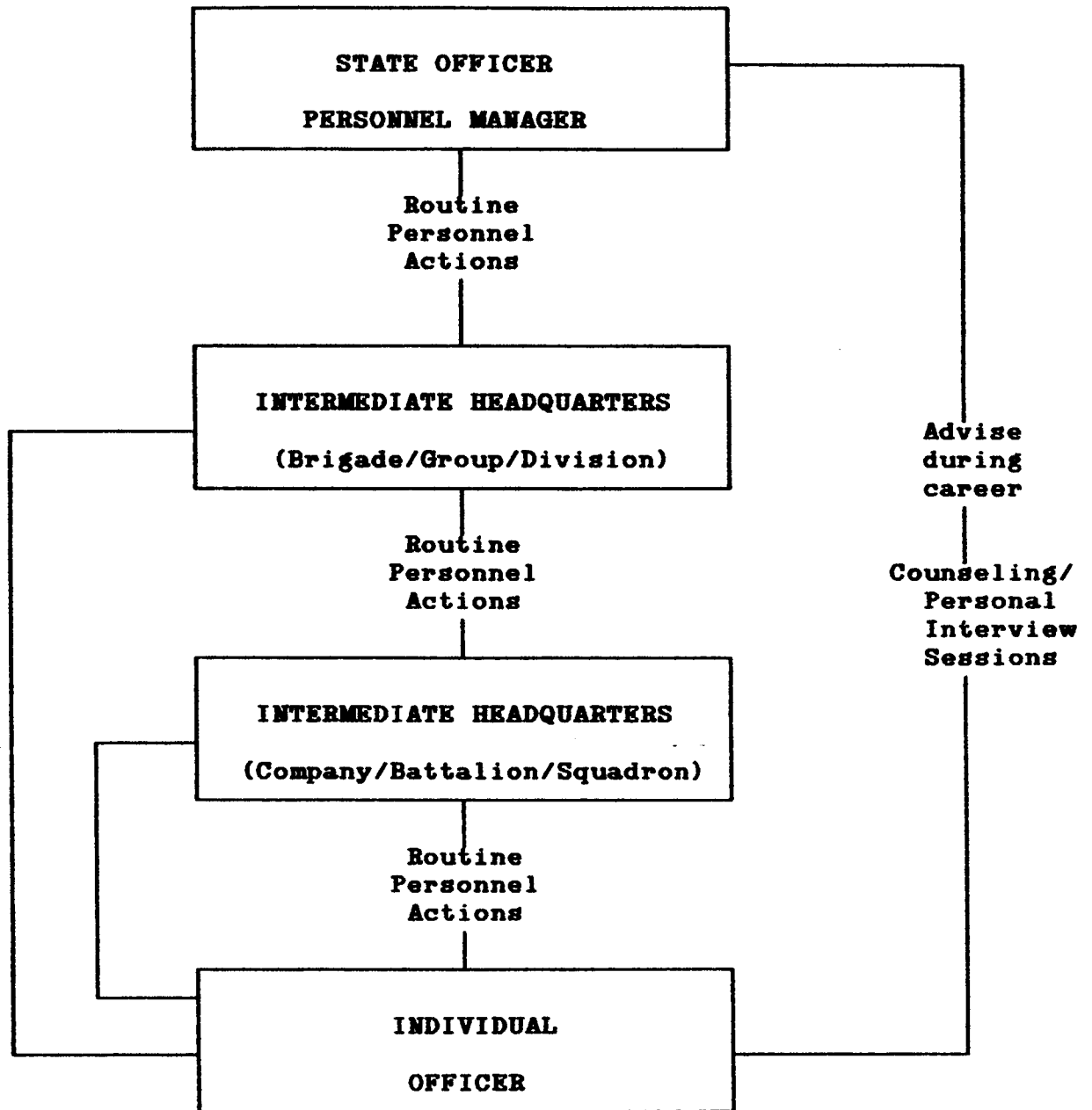


Figure 1-1. Flow Chart for Officer Career Management Actions

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Chapter 2 Position and Officer Identification System

2-1. General

a. This chapter addresses both POSITION IDENTIFICATION and OFFICER IDENTIFICATION. The essential element of OPMS is to match the qualifications of the officer with the requirements of the position as found in authorization documents. There are also authorized substitutions for officer qualifications for some positions. All personnel managers and each officer must be familiar with the terms and codes used in position and officer classification.

b. The philosophy and objectives of OPMS are defined in DA Pam 600-3. The system is designed to identify those officers who meet the position qualifications and assign them accordingly. The only constraints to applying this system in the ARNG are the geographic constraints of the State force structure and the limited size of the State inventory of officers.

c. AR 611-101 contains specific procedures for identifying all ARNG officer positions, with specified exceptions.

2-2. The Commissioned Officer Classification and Qualification System

The most recent changes to the officer classification system are a further refinement of the original OPMS. The terms which define the elements of each officer's qualifications and classifications are as follows:

a. **Branch.** Each officer is assigned to a branch upon appointment. This is a broad career field in which the officer is initially assigned, trained, and utilized.

An officer may serve in one branch for an entire career or may transfer to a different branch depending upon the officer's desires and the needs of the ARNG. An officer may be designated only one branch at a time, even if qualified to hold more than one branch.

b. **Functional area.** Before the eighth year of commissioned service, an officer may choose to acquire a functional area for further career development and utilization. Functional areas are not branches, but are areas of specialization which require additional training or experience.

c. **Area of concentration.** Each branch and functional area has associated areas of concentration which further refine the requirements which must be fulfilled for officers to be considered qualified. The refinements indicate what special training may be needed and the unique duties which can be performed.

d. **Skill.** Skills are special abilities which are not necessarily associated with any particular branch or functional area, but which can be utilized in various duty positions and may be required for some duty positions. Skill codes are found in AR 611-101, chapter 4.

e. **Language Identification Code (LIC).** The LIC shows those foreign languages an officer is capable of using and the officer's level of proficiency in the language. LIC codes are contained in AR 611-6.

f. Branches, functional areas and areas of concentration, with codes, are found in AR 611-101, appendix B.

g. Each officer is designated a branch and may be designated a functional area by the State

Adjutant General. Each of these designations is shown by a two digit code which may be found in AR 611-101. Areas of concentration, skills, and LICs are awarded based upon the successful completion of training and/or appropriate experience.

2-3. Position Classification System

a. Position requirements are identified by an alpha-numeric code that identifies the occupational skills required to perform the principal duties of a position. These data elements consist of grade codes, branch codes, functional area codes, areas of concentration (AOC) codes, immaterial codes, skill codes, and language identification code (LIC).

b. The nine characters of the position requirement code correspond to the nine character field in The Army Authorizations Documents System (TAADS) document format with the column headings, MOS, ASI/LIC.

(1) The first three positions will be coded with the AOC associated with a branch or functional area, or with an immaterial position code that best defines the expertise needed.

(2) The fourth and fifth position will normally be "00" indicating that no further expertise is needed. However, a branch, functional area, or immaterial code can be used, if necessary, to further refine the position requirements within the following guidelines:

(a) If the first three positions are coded with an immaterial code, no additional code will be used.

(b) If the first three positions are coded with a branch AOC, a functional area code can be used.

(c) If the first three positions are coded with a func-

tional area AOC, then a branch AOC, combat immaterial code, or logistics immaterial code may be used.

(3) The remaining four positions will be utilized to identify further skill qualifications or language requirements when necessary.

c. There are positions which are unrelated to specific OPMS approved branches or functional areas which can be filled by officers of any branch or functional area, or positions which can be filled by either a combat arms, logistics, or personnel officer. These positions will be identified by a two digit code with the alpha designator A placed in the third position. These positions will be identified by one of the four immaterial codes listed below:

(1) *Branch immaterial (01A)*. Used to identify positions that can be filled by any officer.

(2) *Combat arms immaterial (02A)*. Used to identify positions where there is a requirement for an officer to have experience in one of the combat arms branches.

(3) *Logistics immaterial (03A)*. Used to identify positions where there is a requirement for an officer to have experience in one of the logistics branches.

(4) *Personnel immaterial (04A)*. Used to identify combined GI/AG positions in TOE documents.

d. Figure 2-1 provides examples of position coding and how the codes are interpreted to determine officer qualification.

2-4. Designation of Officer Branches and Functional Areas

The designation of branches and functional areas for ARNG officers will be completed according to instructions contained in DA Pam 600-3. State adjutants general should adhere to the following criteria for designation of branches and functional areas:

a. Each officer will be designated with a branch upon initial appointment considering the requirements of the State, DA, and the civilian background of the officer.

b. The following considerations will be given to ARNG officers when designating functional areas:

(1) Since there may be few opportunities for ARNG officers to acquire additional qualifications, functional areas may be designated primarily based on prior assignments, education, or experience gained in a civilian occupation. Since the ARNG has little control over qualifications gained in civilian employment, minimal programming and planning in this area are possible; however, these qualifications should not be overlooked.

(2) The redesignation of an officer's branch and/or functional area may occur more frequently in the ARNG than in the Active Army as a result of reorganizations and the officer's mobility governed by his civilian career.

c. The OPM should consider the officer's desired preferences as much as possible in light of the State's needs when designating and redesignating branches/functional areas.

d. If an officer is found to be unqualified in branch or functional area, the officer must be notified

and the Standard Installation/Division Personnel Reporting System (SIDPERS) data base updated. The officer should be informed of requirements to become qualified.

e. Upon designation of branch and/or functional area, and award of AOC, appropriate annotations will be made to the officer's qualifications records.

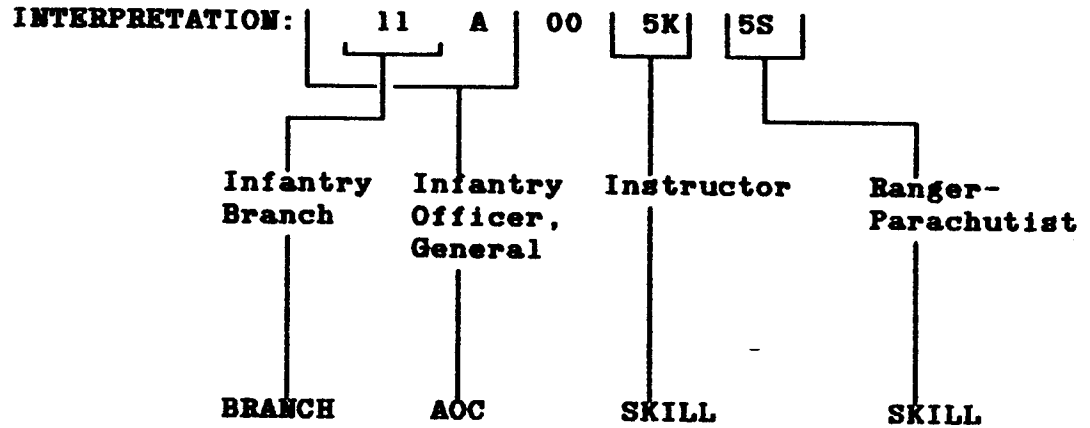
2-5. Branch Designation and the Award of AOCs for AMEDD Officers, Chaplains, and Judge Advocate General Corps Officers

a. The designation of branches and the award of AOCs for officers in these special branches is a function of HQDA. At the time of application for appointment, the State will request predetermination of qualifications in the branch in which the applicant wishes to serve.

b. Special branch officers may be awarded skill indicators and LICs if qualified and if essential to actual or potential position assignment as determined by the state OPM.

EXAMPLE 1: POSITION DESCRIPTION: INFANTRY INSTRUCTOR

CODE: 11A005K5S



EXAMPLE 2: POSITION DESCRIPTION: BATTALION COMMANDER

CODE: 15B001E1M

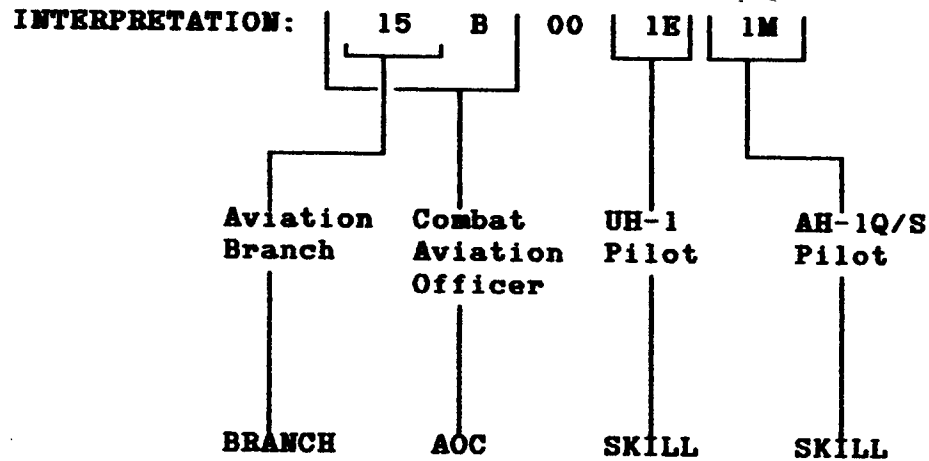


Figure 2-1. Examples of Position Classification Codes.

Chapter 3 Officer Personnel Management System Control Devices

3-1. Introduction

Accurate and timely records are essential both to the officer and to the officer career management functions in the ARNG. Data entered on personnel records, both at unit level and at higher headquarters, form the basis for all decisions pertaining to the officer's military career. The records and systems described in this chapter form the basis by which decisions are made by the OPM and commander concerning the designation of branches and functional areas and the award of AOCs, skills, and LICs. These designations will naturally affect assignments.

3-2. Military Personnel Records Jacket (MPRJ)

The officer's MPRJ should be maintained according to AR 640-10 and NGR 640-100. Individual records pertaining to OPMS-ARNG filed in the MPRJ are--

a. Officer Qualification Record (DA Form 2-1). This form is the most important to the officer's classification under OPMS-ARNG and furnishes such vital information as:

(1) Branch, functional area, AOC, skills, and LICs previously awarded and duty position occupied (Item 6).

(2) Civilian education and military schools completed and in progress (Item 17).

(3) Civilian occupations (Item 26).

(4) Prior service and prior military assignments (Item 35).

(5) Designated branches and functional areas (Item 4).

b. Health Records (DD Form 33). The officer's health records, particularly Standard Forms 88 and 93, will list health deficiencies

and limitations for duty.

c. File copies of separation records (DD Form 214), diplomas, and licenses are located in the permanent section of the MPRJ.

3-3. Officer Evaluation Report (OER)

a. The OER (DA Form 67-8) is a matter of significant command responsibility at all levels. Accurate and prompt completion of these reports is essential to the proper functioning of the officer classification system in the ARNG. Particular care must be exercised by everyone concerned with the timely preparation of these reports.

b. The Officer Evaluation Reporting System is designed to provide:

(1) A continuing appraisal of each officer's performance of duty as a member of the ARNG.

(2) An assessment of the officer's potential for performance in positions of increased responsibility.

(3) Information useful in making decisions concerning the officer's branch, functional area, and AOC.

c. Information contained in the OER is correlated with other qualification data to develop a "whole person" concept for each officer. Thus a realistic source of vital information is derived for use in assignments, promotions, and training opportunities for additional career development.

d. An important requirement for an officer's evaluation is performance counseling by the rater. By using the DA Form 67-8-1, the rater and the rated officer can agree on goals and performance objectives for the rating period. This is especially important in relation to effective duty performance and the

career development of junior officers in their first few duty assignments.

e. AR 623-105 is the governing regulation for the OER system. Chapter 8 is devoted to the OER in the ARNG.

3-4. Use of Forms and Questionnaires

a. The judicious use of various forms and questionnaires for career management and classification purposes can be a valuable tool for both the OPM and the commander. appendix C contains an example of a type of personnel questionnaire. State OPMs are encouraged to develop a sensible form which satisfies needs peculiar to their State.

b. Caution must be exercised in the use of any type of questionnaire in order to ensure additional administrative burdens are not placed on personnel and to guarantee the form is not seen as a substitute for personal interviews and counseling.

c. In order to comply with the Privacy Act, 32 U.S.C. 552a(e) (3) and DOD Directive 5400.11, 4 Aug 75, a Privacy Act statement should appear on each form or questionnaire. The statement should state--

(1) The authority for the solicitation.

(2) The principal purpose(s) for which it is to be used.

(3) The routine uses to be made of the information.

(4) Whether furnishing such information is mandatory or voluntary.

(5) The effects on the individual, if any, of not providing the information.

3-5. Personal Interview

a. A personal interview with the officer concerned is one of the best methods to determine the requirements for career development. During a personal interview, the officer will be able to reveal career desires, special qualifications, and any other considerations to the commander or OPM.

b. The officer should be informed in advance of the purpose of the interview and the requirement to provide any documentation which is needed. The interview should be scheduled far enough in advance to allow time for records and documents to be obtained.

c. The complete service record of the officer being interviewed should be available during the interview for reference purposes and for comparing data.

d. The State Master Development Plan (SMDP) and DA Form 4190-R are valuable tools for use during the interview to understand the numbers of positions in the State and the requirements for those positions.

3-6. Annual Review of Classification

a. According to instructions in AR 611-101, paragraph 1-45, branch, functional area, and skill qualifications will be reviewed annually by the State adjutant general. The OPM will ensure this review is accomplished. The regularly scheduled date of the officer's review of the DA form 2-1 is considered the best time for this review. The purpose of this review is to ensure continued qualification and to update qualification records as changes occur.

b. New data, acquired as a result of annual records review, will be forwarded to the OPM who will make the determination concerning award of appropriate branch,

functional area, or skill. The quality and length of military training and experience, as well as civilian occupation and education, can be used to substantiate changes.

3-7. The Officer Personnel Classification Board (OPCB)

a. Each State Adjutant General will establish a State OPCB to review officer reassignment actions to determine qualification for the position to which the officer is being assigned. This board stipulates those educational requirements that the officer must meet to be qualified in the duty position. NGR 600-100, chapter 6 contains the time requirements for satisfying educational stipulations imposed by the OPCB.

b. This board also reviews changes in functional area or area of concentration that are not required by a Federal recognition board and those changes that were not a result of a change of branch. Determination of duty position qualification is a function of the OPCB. Determination of branch qualification is a function of the Federal recognition board.

c. The OPCB will operate according to the following guidelines:

(1) As a minimum, the OPCB will be composed of the OPM and two other officers, one of whom will be senior in grade to officers being considered.

(2) The OPCB should meet as often as required to provide timely review of officer qualification records.

(3) The OPCB will monitor educational stipulations to ensure requirements are completed on time, waivers are granted by the Adjutant General if justified, and functional areas or areas of concentration are withdrawn if the stipulation is

not met.

d. To evaluate officer qualifications, sufficient recognition must be given to civilian experience. One of the major assets of the ARNG officer corps is its rich diversity in professional and educational background. Failure to fully acknowledge this asset in evaluating officer specialities would be a serious waste of resources and should be avoided.

e. Not all officers assigned to a particular position should be required to satisfy identical stipulations, such as completion of correspondence courses, resident schools, and independent study.

f. In addition to evaluating military education, the OPCB should carefully consider the specific tasks to be accomplished in each position relative to the officer's applicable experience and education.

g. Members of the OPCB must exercise judgment in stipulating course work, prescribing nonresident courses whenever possible.

h. Any officer may request a reevaluation of the decisions of the OPCB. The State Adjutant General may overrule the stipulations of the board and may extend the period of time allowed to complete the stipulation within the guidance of NGR 600-100.

i. The OPCB will carefully consider the position requirements and the officer's qualifications. If correspondence courses are deemed appropriate, the OPCB will specify the courses by title and not only by hours of study.

3-8. The State Master Development Plan and Inventory of Officer Positions

a. In order to properly plan for the development and assignment of officers into positions of increasing responsibility, it is necessary to have an overview of the State force structure and an inventory of officer positions. The tool used for this purpose is the State Master Development Plan (SMDP). The SMDP is a list which allows for analysis of various branches and AOCs authorized by the State force structure authorization documents to determine career progression patterns.

b. By comparing the SMDP with an officer's AOC and other qualifications, commanders, the OPM, and the officer can determine the areas in which the greatest potential exists. The officer can then seek assignment, schooling, and development in those areas which best match individual interests and abilities with potential for advancement. Officers who possess branches and AOCs for positions in the State which only call for small numbers of officers at company grade and only one or two at field

grade, should begin early to consider development in another branch.

c. The Adjutant General, through the OPM, should use the SMDP in conjunction with the other control devices mentioned in this chapter to make initial branch appointments and in planning for future utilization of officers. Attention must be given to the manning of anticipated unit vacancies and the necessary numbers and AOCs to ensure qualified officers for all positions.

d. An example of a type SMDP is at appendix D. This information can be utilized in a variety of formats and should be maintained and updated through use of one of the automated systems.

Chapter 4 Officer Career Planning and Professional Development

4-1. Purpose and Scope. This chapter provides general guidance concerning career planning and professional development for all ARNG officers. It is also intended to assist State adjutants general, the State OPM, commanders, and personnel staff members as they make plans and establish programs for officer career development.

4-2. Career Planning. Orderly career planning provides for progressive duty assignments and military schooling to meet current needs and develop officer skills for future assignments. The success of the officer career planning and management program is dependent upon policies and plans which ensure--

a. All officers are assigned according to individual qualifications, and the qualifications are properly documented and recorded in qualification files.

b. The professional capabilities of all officers are developed through thoughtfully planned and progressively responsible assignments. This ensures a sufficient number of qualified numbers at all levels to accomplish assigned missions.

c. All officers have equal opportunity for promotion selection and for higher assignments on the basis of their demonstrated abilities.

d. All officers are counseled on a continuing systematic basis in order to receive accurate guidelines to assist them in their career planning.

4-3. Professional Development

Phases and Objectives

a. Generally, there are five phases of officer professional development. They correspond to military grade, typical duty assignments for each phase, and a progression of education and training opportunities. Each phase of professional development has certain objectives. These phases should be considered flexible, because the actual course of an officer's professional development and assignments can be influenced by many factors, such as reorganizations, changes of assignment based upon the officer's relocation, needs of the ARNG, and the officer's own desires. Specific professional development objectives are discussed in DA Pam 600-3.

b. The five phases of ARNG officer professional development and objectives are--

(1) Lieutenant phase to start education and development in the officer's branch, and to acquire maximum practical leadership experience and basic knowledge of the military profession.

(2) Captain phase to continue development in the officer's branch and encourage development in a functional area, if desired; continue to grow in leadership experience and professional military knowledge.

(3) Major phase to continue development in the officer's branch and development and utilization in a functional area as required; acquire the staff and leadership experience and professional military knowledge appropriate to an officer in the grade of major.

(4) Lieutenant colonel phase to continue development in the officer's branch and/or functional area; continue acquiring leadership experience, staff experience, and professional military knowledge appropriate to an officer in the grade of lieutenant colonel.

(5) Colonel phase to achieve maximum utilization of the officer's capabilities, managerial skills, and executive talents in positions of high responsibility. Utilization will be in the branch or functional area for which the officer is best qualified, if possible.

4-4. Functional Area Development

A functional area may be designated for officers between the fourth and seventh years of commissioned service. The functional area becomes an area, in addition to branch, in which the officer may be trained and utilized. There are opportunities in the ARNG for officers to be utilized in their branch and their functional area, depending upon the needs and force structure of the State. A list of functional areas and their codes is in AR 611-101, appendix B.

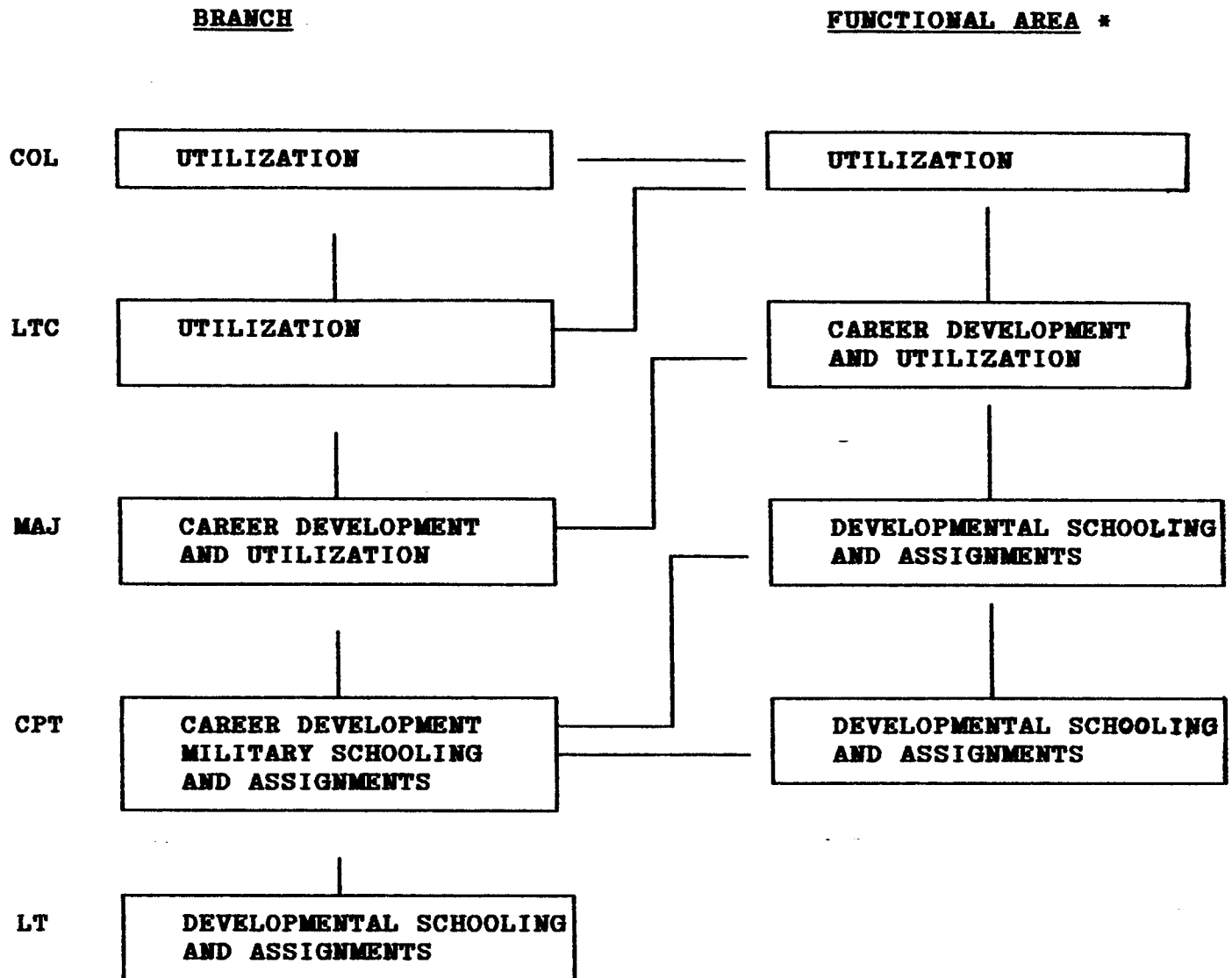
4-5. Description of Career Patterns

a. Career patterns are chrono-

logical pathways or ladders followed by ARNG officers from the time they are appointed until the time they attain the highest positions of responsibility commensurate with their capabilities. These career patterns are useful as a basis for individual career planning.

b. Career patterns have been developed by the branch proponents which monitor developments within each branch of the Army. These patterns are illustrated by the type assignments, education, and experience which can be expected at each phase of development. These patterns are found in DA Pam 600-3, and may be used as a guide for officers in the ARNG.

c. Figure 4-1 illustrates possible pathways to officer development and utilization within and between branch and functional area.



*Functional Area (FA) is designated between the fourth and seventh year of commissioned service.

Figure 4-1. Branch and Functional Area Development and Utilization

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Chapter 5 Officer Career Counseling

5-1. Purpose

a. Career counseling of officers is a responsibility of command at all levels. When properly executed, it will strengthen the officer corps of the ARNG by ensuring efficient utilization of officers and enhancing officer morale and satisfaction. Career counseling is an accurate and complete presentation of information on the opportunities, challenges, and benefits of a career as an officer in the ARNG.

b. One of the most critical periods for counseling occurs when newly commissioned officers report to their first assignment. It is in the first assignment that officers acquire many of the impressions they will carry throughout their service career as they are exposed to new experiences and opportunities. In order to better prepare young officers to meet challenges and obstacles, each commander must take all necessary action to assist them in the maturing process.

c. All counseling sessions should be personal and purposeful in nature to ensure an atmosphere conducive to two-way communication.

5-2. General Description

a. Officer career counseling must be a continuing process. Genuine interest and concern in subordinates, demonstrated by the commander, will contribute substantially to the loyalty and trust which officers must cultivate to be successful in the ARNG.

b. The OPM must depend upon periodic counseling sessions to properly establish and guide the

careers of officers in the ARNG. Such sessions are used to determine qualifications, to designate/re-designate branches and/or functional areas, and to award or withdraw areas of concentration, skills, or LICs. This periodic review of qualifications during a counseling session benefits both the State and the officer.

5-3. Types of Officer Counseling

Commanders and career managers will see the need to counsel officers for a variety of reasons. The various types of counseling are not mutually exclusive, but do differ in purpose. Formal performance counseling centers on the Officer Evaluation Reporting System. However, performance counseling and coaching should be a continuing process. Career counseling, focuses on the officer's capabilities and potential for assignment to positions of increased responsibility. All types of counseling serve as a vehicle for two way communication between the counselor and the counselee.

a. The Officer Evaluation Reporting System requires face to face counseling early in the rating period. The OER Support Form (DA Form 67-8-1) is used to establish job description, major duties and responsibilities, and performance objectives. This is a living document which may be updated periodically during the rating period. At the end of the rating period, the rated officer informs the rater of major accomplishments during the rating period. This is another excellent time for a face to face counseling session.

b. The day to day contact between supervisor and subordinate should result in performance counseling and coaching of a type which allows the commander or supervisor to make immediate suggestions and corrections. The supervisor gives

immediate feedback which allows the subordinate to make adjustments. The supervisor can also reinforce good performance as it occurs. This is extremely valuable to the efficiency of the organization.

c. Career counseling focuses upon the officer's performance from the perspective of future assignments and career progression. In this type counseling, the emphasis is not on how to improve performance but rather is on qualifications, past performance and assignments, and future routes to maximum utilization and progression. While the commander or rater is responsible for performance counseling of all kinds, career counseling may be conducted by a variety of persons with applicable knowledge, such as the personnel officer or the OPM.

d. All types of formal counseling require careful planning by the counselor. A written outline or list is a good tool to ensure all points are covered. During performance counseling, those documents relevant to the counselee's duty position and performance should be on hand. During career counseling, the personnel records of the counselee should be available and should be reviewed by the counselor before the session begins. Adequate time should be scheduled to allow the counselee to discuss items of concern. The ability and willingness to listen is a critical counseling skill.

5-4. Frequency of Officer Counseling

Each officer should receive formal performance counseling in conjunction with each rating period, but no less than once each year. The officer should receive career counseling annually in conjunction with a review of qualification records. Coaching and informal performance counseling is a continuing process. Frequent two-way

communication is beneficial to both the officer and the commander.

5-5. The Commander's Role as Mentor

The role of the commander as a mentor to junior officers is a critical ingredient in officer professional development. The type of relationship which a commander establishes with subordinates sets the tone for performance, loyalty, and job satisfaction within the command.

a. The commander must be a role model worthy of emulation. Junior officers must be able to observe the commander in various situations, and see behaviors which they can model. Not only does this give the junior officer a pattern of behavior, it establishes the commander's influence throughout the command.

b. In the role of mentor, the commander should take a professional interest in the officers in the command and objectively assess their talents and skills. This assessment will assist in assigning officers, but more importantly will identify those officers with the most potential for development in certain branches or areas of concentration. It will also assist the commander in determining which officers would benefit most from the interest of a mentor.

c. Being a mentor is much like being a coach. The mentor teaches necessary skills, challenges the young officer to higher levels of performance, takes a personal interest in performance, and guides the officer toward areas in which excellence can be achieved. The mentor not only conducts formal counseling, but is aware of opportunities to lead and direct through informal contact on the job.

5-6. Exit Counseling

a. The commander, supervisor, or OPM should counsel each officer who is leaving the control of ARNGOPMS. Retiring officers should be briefed concerning their rights and benefits, and the procedures for claiming retirement benefits. Officers moving to another State should be informed of the procedures for effecting an interstate transfer. Officers who are leaving at the end of obligated service should be counseled on their status within the Army Reserve system and the procedures for applying for reappointment to the ARNG in the future. Each officer should be given an appropriate point of

contact office for future personnel actions.

b. Departing officers are a valuable source of information, regardless of the reason for leaving. They can provide insight into the operation of the command, as well as, comments on the effectiveness of the OPMS, and what, if any dissatisfaction contributed to their leaving. The opinions of these departing officers can enhance management procedures and increase retention.



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Chapter 6 Officer Military Education Programs

6-1. Introduction

a. There are a variety of schools, both resident and nonresident, that provide military education for ARNG officers. Attendance at resident Army service schools is the preferred manner in which to obtain qualifications. These military education programs, designed to increase and update the professional knowledge of each officer, have the secondary goal of satisfying promotion and assignment prerequisites. This chapter describes the educational opportunities available to assist in long-range planning of officer career programs. (See fig 6-1 for educational requirements for promotion of officers in the ARNG.)

b. When considering military education programs, first priority should be given to initial or entry branch qualification. Officers should be fully qualified in their entry branch before taking skill courses and special purpose courses.

6-2. Army Service Schools

a. Officers are authorized to attend any Army service school to become qualified in their present or projected military assignment. Officers may also attend courses which will contribute to the military proficiency of their unit or enhance their specific abilities and enable them to better meet their responsibilities.

b. DA Pam 351-4, as supplemented by pamphlets and directives from U.S. Army Training and Doctrine Command (TRADOC) provides information concerning formal courses of instruction offered at Active Army schools and various

agencies of the Department of Defense.

c. Schedules for the resident courses are published annually in TRADOC Pam 350-1.

d. Applications for attendance should be prepared using NGB Form 64 (Application for Training) and should be submitted through channels.

e. State adjutants general should consider routing NGB Form 64 through the OPM. Using such a procedure, the OPM can verify the officer's need for the training based upon current assignment and qualifications.

6-3. U.S. Army Reserve Forces (USARF) Schools

a. The mission of the USARF school system is to provide a progressive system of military education that parallels as closely as possible the courses offered in the U.S. Army service school system.

b. These courses cover a time span of 2 to 3 years and are divided into two parts: inactive duty training (IDT) and active duty training (ADT). The IDT consists of formal classroom instruction presented by USARF school instructors during the evening hours and is normally held at USARF facilities. The ADT phase is a two week resident phase normally conducted at an active military installation.

c. Information as to enrollment procedures can be obtained from the organization of assignment or the State adjutants general.

6-4. Army Correspondence Courses

a. The Army Institute for Professional Development at Fort Eustis, VA, is responsible for the

administration of the Army Correspondence Course Program (ACCP). The ACCP provides progressive education opportunities through correspondence study. This type of military educational study has proven to be ideal for ARNG officers who cannot take advantage of resident courses. Army correspondence courses are prepared by the various Army schools and offer career development opportunities. Correspondence courses are also offered for particular assignments such as motor officer, dining facility officer, personnel officer and adjutant.

b. Applications for enrollment in Army correspondence courses are submitted on DA Form 145 (Application for Enrollment in Army Correspondence Course) at the unit of assignment and forwarded through channels to the Army Institute for Professional Development. Applications for the U.S. Army War College Corresponding Studies program will be submitted according to NGR 351-21.

c. DA Pam 351-20, The Army Correspondence Course Program Catalog, prescribes the scope of the courses and prerequisites for enrollment. Each unit headquarters should obtain and have on file copies of the correspondence course catalog which are available through normal distribution channels.

6-5. Field Grade Refresher Courses

Branch refresher courses are conducted by branch schools to

provide current doctrine in branch matters and special subjects. While no credit for promotion is given for attendance at these courses, the opportunity to update professional knowledge is of great value to all ARNG officers.

6-6. Army Medical Department (AMEDD) Professional Postgraduate Short Course Programs

Short professional courses, usually 3 to 11 days, are conducted at various Army medical facilities each year. The courses offered are categorized into functional training, skill training, and Health Professions Education (HPE). These courses present an excellent opportunity for the professional members of the AMEDD branches to increase their knowledge in the military aspects of their profession and also meet their continuing medical education which is required to maintain a license to practice medicine.

6-7. Intelligence Training Army Area Schools (ITAAS)

The ITAAS provide additional specialty training in preparation for assigned duties in the intelligence field. Emphasis is placed on specialized training resulting in SC/MOS qualified personnel. Courses consist of two week resident training and offers an opportunity for advanced training in critical subjects, continuing MOS qualification training, refresher training for MOS proficiency, and specialty cross training.

MILITARY EDUCATIONAL REQUIREMENTS FOR PROMOTION*

<u>FROM</u>	<u>GRADE</u> <u>TO</u>	<u>REQUIREMENT</u>
2LT	1LT	Resident officer basic course
1LT	CPT	Resident officer basic course
CPT	MAJ	Officer advance course
MAJ	LTC	Fifty percent of the Command and General Staff Officers Course (CGSOC) or equivalent
LTC	COL	The CGSOC or equivalent

*For a more complete explanation, see NGR 600-100, and AR 135-155.

Figure 6-1. Military Education Requirements for Promotion.

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Chapter 7 Personnel Actions Affecting ARNG Officer Careers

7-1. Appointments

a. The appointment of officers in the ARNG is a function of the State under the requirements set forth in pertinent regulations and directives. Upon appointment and subscribing to an oath of office, officers have a State status under which they function. Federal status of the officer is later attained when Federal recognition is granted by the Chief, National Guard Bureau, under such regulations as the Secretary of the Army may prescribe. Upon granting of Federal recognition in a particular grade and branch, the officer receives an appointment in the same grade and branch as a Reserve commissioned officer of the Army. Thus an officer in the ARNG acquires a dual status by serving both as a member of the Federally recognized ARNG and as a Reserve commissioned officer of the Army with assignment to the Army national Guard of the United States.

b. Federal recognition will continue in effect as long as the officer continues to meet the requirements of grade and position or until Federal recognition is withdrawn according to NGR 635-100 or as otherwise provided by law. The term of appointment as a Reserve commissioned officer of the Army is for an indefinite period and is not contingent upon continued Federal recognition in the ARNG.

7-2. Assignments and Transfers

The assignment and transfer of officers is a function of the State. The applicable unit MTOE or TDA prescribes the grade, branch and AOC requirements of a position to which an officer may be assigned. Certain exceptions to this

policy are made for AMEDD officers, Chaplains, JAG officers, and Army aviators. These exceptions are explained in NGR 600-100.

7-3. Promotions

a. The promotion of officers in the ARNG is a function of the State. As in original appointments, officers promoted by State authorities have a State status in the higher grade in which to function. However, to be extended Federal recognition in the higher grade they must have satisfied certain requirements prescribed in NGR 600-100.

b. Promotion to the next higher grade will be made without regard to race, sex, religion, or national origin, and will be accomplished only when an appropriate vacancy in the higher grade exists in the unit. Some exceptions are allowed in promoting officers in the AMEDD, Chaplain, and JAGC branches. Recommendations for promotion will be based on the officer's potential service in the next higher grade and not as a reward for past service. Promotion considerations will also be based upon efficiency, time in grade, professional qualifications, and demonstrated command and staff ability.

c. To be eligible for promotion to a unit vacancy, an ARNG officer must--

(1) Be recommended by the unit commander and the State Adjutant General.

(2) Be in an authorized position which calls for the next higher grade.

(3) Be in an active ARNG status for at least one year preceding date of promotion.

(4) Meet the medical standards as prescribed in AR 40-501 and the height and weight standards in AR 600-9.

(5) Have completed the prescribed minimum years of promotion service as prescribed in figure 7-1.

(6) Have completed the minimum military education requirements as shown in figure 6-1.

(7) Have successfully completed the Army Physical Fitness Test within 18 months.

d. As an exception, second or first lieutenants who have served creditably in their current grade in any captain's position or higher for 12 consecutive months or more may be promoted without regard to the time in grade provisions of figure 7-1, provided evaluation reports have clearly reflected promotion potential. An officer may be promoted only once under this exception.

e. Neither a soldier's marital status nor the employment, educational pursuits, or the volunteer service activities of his or her spouse may be considered in determining whether/when to recommend a soldier for promotion.

7-4. Branch Transfers

a. Branch transfer actions will be initiated by or with the consent of the officer concerned. Requests for branch transfer will be made in writing through channels to the State Adjutant General and supported by evidence of the officer's qualifications in the new branch. When the request is received, the State Adjutant General will convene a Federal Recognition Board (FRB) for action and a recommendation for any additional educational stipulations needed to satisfy requirements of the new branch and AOC. Actions listed below involving change of Branch or AOC are exempt from action by a FRB:

(1) Branch or AOC changes incurred as a result of DA directed

change in unit structure (reorganization, redesignation, conversion, etc.).

(2) Change in branch of officer previously found qualified by a FRB in the grade and branch to which transfer is requested.

(3) Change of branch for second lieutenants who have not completed the initial officer basic course.

b. Limitations. Change in branch or AOC are not authorized to or within chaplain, JAGC, or AMEDD branches, nor are branch transfers authorized between the basic branches and the professional branches.

7-5. Duty Position and AOC Qualifications

a. Authorization documents for positions in the ARNG indicate officer requirements by a code which specifies AOC, skills, and LIC. It is necessary for commanders to determine, based upon the requirements in AR 611-101, whether their assigned officers are qualified in the duty position to which they are assigned. Such determinations are an ongoing process in OPMS. Each officer determined to be qualified in duty position should be awarded that AOC in letter order format by the State Adjutant General. Determination that an officer is qualified for a duty position does not constitute designation of an officer's branch of functional area. Instead, it results in determining qualification for the present duty assignment occupied by that officer. An officer should either be qualified in the duty position or working toward becoming qualified. Designation of a functional area for officers occurs between the fourth and seventh years of commissioned service and requires consideration of the officer's military and civilian education and experience, the officer's

career preference, and the needs of the ARNG. Branches and functional areas are designated; AOCs, skill indicators, and LICs are awarded.

b. The commander's evaluation of officers in their current duty position should be considered by the State Adjutant General in making the final determination for award of AOC. Decisions for award of AOC, skill, or LIC may not be delegated below State Adjutant General level.

(1) The following additional guidelines are provided to assist in the determination of officer qualifications:

(a) Lieutenants will not be considered qualified for the award of AOC until they have completed an officer basic course.

(b) In measuring qualifications, particular attention will be given to the quality and length of an officer's experience and training.

(c) The relevancy of experience and training as it relates to the AOC will also be considered. To be relevant, experience should include observed and evaluated job performance during periods of Annual Training, Active Duty for Training, or Full Time Training Duty. Skills which have been acquired by ARNG officers through civilian experience should also be considered.

(d) If the officer is found to be qualified for award of the AOC, skill indicator, or LIC of the position to which assigned, a letter announcing the award will be prepared and distributed to the individual, the State Adjutant General, and the SIDPERS Branch for update of individual records data base.

(e) In addition to updating the SIDPERS data base, an entry will be made in item 6 of the officer's DA Form 2-1 according to AR 640-2-1. All entries must be supported by a copy of the letter

awarding the AOC, skill, or LIC.

(2) If the officer is not qualified for the award of the AOC, of the position to which assigned, the following actions will be taken:

(a) The officer will be notified by letter from the State Adjutant General as to the additional training and/or experience required before the AOC can be awarded. In this case, an entry will be made on the DA Form 2-1 to reflect that the officer is not qualified in the duty AOC.

(b) If the position requires one or more skills and/or LICs, the officer's records must be screened to determine whether the additional prerequisites exist. If the officer is not qualified in the additional skills or LIC, the same notification and recording procedures described above will be used.

(c) In those instances where mismatches occur that require complete retraining, consideration should be given to assigning the officer to another position.

7-6. Mandatory Consideration for Promotion

a. Army Regulation 135-155, Promotion of Commissioned Officers and Warrant Officers Other Than General Officers, describes the policies and practices used to consider Reserve Component officers for promotion. It requires mandatory consideration for promotion to the next higher grade by a Department of the Army selection board after a specified number of years of total commissioned service and time in grade.

b. While these selection boards select officers based on the fully qualified criteria rather than the best qualified method, there are several critical elements which determine full qualification. Besides time in grade and commissioned

service requirements, each officer must have attained appropriate military education levels, shown potential for service in the next higher grade, and have been in an active status for at least one year.

c. The Official Military Personnel File (OMPF) microfiche of each officer to be considered for promotion is forwarded to the promotion board by GuardPERCEN. Prior to forwarding the records, the officer is notified, through the State OPM, of impending consideration. The officer and the OPM should review the microfiche to ensure all records are complete. In addition to the OMPF, the board will also see a recent official photograph, the DA Form 2-1, and a letter to the board, if the officer chooses to write one. Particular attention should be given to ensuring all OERs, Academic Evaluation Reports (AER), diplomas, and civilian education documents are contained in the OMPF, along with any Federal awards. The photograph is also of paramount importance since the board members will see this first and will attempt to relate the records to the image in the photograph. Photographs should be done at an Army facility or by a professional photographer, and should comply with guidance in AR 640-30.

d. Total years of commissioned service and years of promotion service (time in grade) are the two factors which determine when an officer will be considered by a board. The times shown in figure 7-1 apply to officers in the reserve components.

e. Boards are normally conducted annually. Separate boards are conducted for each rank level, and AMEDD and chaplain branches are considered separately from the basic branches. A typical annual

schedule is shown in figure 7-2.

f. All officers must understand that first time mandatory consideration for promotion occurs in the year preceding the year in which they actually complete the required promotion service, so they may, if selected, be promoted effective on the date of completion of required service. This must be considered in developing career plans to ensure the minimum military educational requirements are completed well prior to the convening of the selection board to allow for records processing time.

g. ARNG officers selected for promotion by a mandatory board may choose from the following options:

(1) Acceptance of promotion with continued assignment in the ARNG, provided there is a position vacancy for the higher grade.

(2) Declination of promotion with continued assignment in the ARNG in the lower grade. See paragraph 7-7 for a complete discussion of declination.

(3) Acceptance of promotion with transfer to the Army Reserve. If the officer elects this option, ARNG Federal recognition at the lower grade will be withdrawn effective on the date of election or on the day prior to promotion eligibility date.

h. Nonselection for promotion constitutes a passover for first lieutenants, captains, and majors, but they will be considered the following year by the next board along with officers who are in the zone of consideration for the first time. Officers twice failing selection for promotion will be removed from an active status within 90 days after the selection board submits its results to HQDA.

7-7. Declination of promotion

a. Officers selected for promotion by a mandatory selection board may decline promotion with continued assignment in the ARNG in their present grade, and their name will be retained on the promotion list for the period of declination. Although declination may be approved for a period of 3 years from the date the promotion board adjourns, in the interest of maintaining a motivated and efficient officer corps, the State Adjutant General and OPM are encouraged to adopt a one year declination policy as a normal practice. Declinations will be approved only when there is reasonable assurance that the officer will be promoted in the ARNG and a known vacancy can be projected in which the individual can be promoted. Lieutenant colonels who elect to decline promotion will have their names removed from the promotion list and will be considered by the next selection board.

b. Declination of promotion is discussed fully in section IV, AR 135-155 and NGR 600-100, paragraph 8-17.

c. ARNG officers serving on active duty (AD) in the Active Guard/ Reserve (AGR) program under the provisions of Title 10, U.S.C., who are selected for promotion and are not assigned to a position calling for a higher grade, will remain on the promotion list and serve on AD in the AGR program until they are--

(1) Removed from the promotion list by AR 135-155, paragraph 3-13a(1).

(2) Promoted to the higher grade following reassignment to a position calling for the higher grade.

(3) Promoted to a higher grade following release from AD.

7-8. Selective Retention Program

a. A continuing program of selective retention is essential to provide for progression of qualified officers at designated intervals in their careers. The broad goals of the ARNG program for selective retention are--

(1) Ensuring only the most capable officers are retained beyond 20 years of qualifying service for assignment to the comparatively few higher level command and staff positions.

(2) Providing career incentive.

(3) Ensuring an opportunity for advancement to the higher grades at the peak years of an officer's effectiveness.

b. Selection boards will be convened to consider for retention all officers and warrant officers who have completed 20 years of qualifying service for retired pay as of 31 December of the preceding year. The boards may be convened annually or every two years at the discretion of the State Adjutant General. The computation of retired pay is based on the combined total of all officer, warrant officer, and enlisted service that is creditable for retirement purposes.

c. Detailed instructions for the selective retention procedures are found in NGR 635-102. Efficiency and Physical Fitness Boards are discussed in NGR 635-101.

7-9. Mandatory Removal

Commissioned officers of the ARNG in the grade of lieutenant colonel and below will be removed from an active status and transferred to the retired reserve upon completion of 28 years of commissioned service or the attainment of age 60. Exceptions to this policy and provisions for retaining officers beyond their mandatory removal date are explained in NGR 635-100.

7-10. Retirement

a. Individuals who are eligible for retirement are paid retirement benefits without having made any monetary contribution.

b. Retired pay is granted after completion of 20 years or more of qualifying service and upon attaining age 60. This pay is based on the highest Federally recognized grade satisfactorily held at any time during the individual's period of service provided such service in the highest grade was served on either extended active duty or in an active status in a reserve component for at least 180 days or 6 calendar months for commissioned officers.

c. A qualifying year of service for retirement is defined as a retirement year in which at least 50 retirement points are earned. Accrual of retirement points for each year of service must stand alone. Points that total more than 50 in 1 year of service cannot be credited to another year of service that had a total of less than 50 points.

d. Following are examples of how retirement points may be accrued:

(1) One point for each day of active duty, full-time training duty (FTTD), or annual training (AT) duty attended.

(2) Fifteen points for each year of membership in an active status in the ARNG or other Reserve Component.

(3) One point for each authorized unit training assembly (UTA) attended.

(4) One point for each 3-

credit hours of Army correspondence course lessons completed.

e. Although all points earned by members are credited, current law provides that a maximum of 60 points per year earned in categories d(2), d(3), and d(4) may be used in computing retired pay.

f. AR 135-80 and NGR 680-2 prescribe methods and procedures to be followed in computing retirement years and the recording of retirement points. It is the responsibility of each officer to provide the custodian of the MPRJ with documentation of service performed in another component. Lack of documents to verify prior service could result in the loss of creditable years of service for retirement. When 20 years of qualifying service for reretirement have been completed, a verification letter will be issued.

g. All members and former members of the ARNG should submit an Application for Retired Pay (DD Form 108) not later than 120 days prior to attaining age 60, to the Commander, U.S. Army Reserve Personnel Center, St. Louis, MO. Personnel at any National Guard armory will assist with applications for retirement.

h. Upon application, retired pay will be computed by the U.S. Army Finance and Accounting Center, Ft. Benjamin Harrison, IN.

SERVICE REQUIREMENTS FOR PROMOTION

GRADE		UNIT BOARD	MANDATORY BOARD		Years of Commissioned Service
From	To	Years in Lower Grade	Years in Lower Grade		
2LT	1LT	3	3		-
1LT	CPT	2	4		6
CPT	MAJ	4	7		12
MAJ	LTC	4	7		17
LTC	COL	3	* (Note)		

*Note: Announced annually by DA.

Figure 7-1. Service Requirements for Promotion.

**TYPICAL DEPARTMENT OF THE ARMY RESERVE COMPONENTS
SELECTION BOARD SCHEDULE**

BOARD*	CONVENES	ADJOURNS
1LT to CPT (APL)	Nov	Dec
1LT to CPT (AMEDD)	Jan	Jan
1LT to CPT (CH) and CPT to MAJ (CH)	Feb	Feb
CPT to MAJ (AMEDD)	Feb	Feb
CPT to MAJ (APL)	Mar	Mar
MAJ to LTC (AMEDD)	Jul	Jul
LTC to COL (AMEDD)	Jul	Jul
MAJ to LTC (APL)	Aug	Sep
LTC to COL (APL)	Oct	Nov
MAJ to LTC (CH) and LTC to COL (CH)	Oct	Oct

*APL - Army Promotion List includes all branches except Chaplain and AMEDD.

*AMEDD - Army Medical Department includes all medical related branches.

*CH - Chaplains

Figure 7-2. Typical DA Reserve Components Selection Board Schedule

**Appendix A
Required Publications**

AR 40-501
Standards of Medical Fitness (Cited in para 7-3.)

AR 135-180
Qualifying Service for Retired Pay, Nonregular Service (Cited in para 7-10.)

AR 135-155
Promotion of Commissioned Officers and Warrant Officers Other Than General Officers (Cited in paras 7-6 and 7-7.)

AR 600-9
The Army Weight Control Program (Cited in para 7-3.)

AR 611-6
Army Linguist Management (Cited in para 2-2.)

AR 611-101
Commissioned Officer Classification System (Cited in paras 1-5, 2-1, 2-2, 3-6, 4-4, and 7-5.)

AR 623-105
Officer Evaluation Reporting System (Cited in para 1-6.)

AR 640-10
Individual Military Personnel Records (Cited in para 3-2.)

AR 640-30
Photographs for Military Personnel Files (Cited in para 7-6.)

DA Pam 351-4
U.S. Army Formal Schools Catalog (Cited in para 6-2.)

DA Pam 351-20
Army Correspondence Course Program Catalog (Cited in para 6-4.)

DA Pam 600-3
Commissioned Officer Professional Development and Utilization (Cited

in paras 1-5, 2-1, 2-4, 4-3, and 4-5.)

NGR 351-21
Senior Service Colleges (Cited in para 6-4.)

NGR 600-100
Commissioned Officers - Federal Recognition and Related Personnel Actions (Cited in paras 1-4, 3-7, 7-2, 7-3, and 7-7.)

NGR 635-100
Termination of Appointment and Withdrawal of Federal Recognition (Cited in paras 7-1 and 7-9.)

NGR 635-101
Efficiency and Physical Fitness Boards (Cited in para 7-8.)

NGR 635-102
Officers and Warrant Officers Selective Retention (Cited in para 7-8.)

NGR 640-1
Retirement for Members of the Army National Guard (Cited in para 7-10.)

NGR 640-100
Officers and Warrant Officers Military Personnel Records Jacket (Cited in para 3-2.)

NGR 680-2
Automated Retirement Points Accounting System (Cited in para 7-10.)

Appendix B

Type Letters for OPMS

LETTER 1 with Endorsement:

SUBJECT: Designation of Branch and/or Functional Area and Award of Area(s) of Concentration (AOC), Skill Identifiers, and Language Identification Codes (LIC) Under the Officer Personnel Management System (OPMS)

1. In accordance with AR 611-101, entries in your personnel records, and the needs of the State, you have been designated the following branch or functional area and awarded the following Area(s) of Concentration, Skills, and/or LIC:

_____	_____
(Branch)	(Title)
_____	_____
(Functional Area)	(Title)
_____	_____
(Area of Concentration)	(Title)
_____	_____
(Area of Concentration)	(Title)
_____	_____
(Skill)	(Title)
_____	_____
(Skill)	(Title)
_____	_____
(Skill)	(Title)
_____	_____
(Language) (LIC)	(Title)

2. Appropriate entries will be made on your DA Form 2-1 to indicate the awarding of the above. You will complete the applicable parts of the first endorsement below, sign and return to the Adjutant General, ATTN: Officer Personnel Manager, NLT _____.

FOR THE ADJUTANT GENERAL:

CF: Unit Personnel Officer (MILPO or OPM Signature Block)

1st End

TO: The Adjutant General, ATTN: OPM

- I agree with the designation of branch and/or functional area and the award of all AOC(s), Skill(s) and LIC as shown in paragraph 1 above.

- I desire to submit the following recommendation for the designation of a different branch or functional area, or the award of different or additional AOC(s), Skill(s), or LIC. Documentary evidence of qualifications for this recommendation in th forms of diplomas, certificates, licenses, etc., is enclosed to substantiate this request:

(Officer's signature block)

Letter 2:

SUBJECT: Failure to Qualify for the Award of an Area of Concentration (AOC), Skill, or Language Identification Code (LIC) under the Officer Personnel Management System (OPMS)

1. In accordance with AR 611-101, the following AOC, Skill, and/or LIC have been identified as the requirements of the MTOE/TDA position to which you are presently assigned:

(AOC)

(Title)

(Skill)

(Title)

(LIC)

(Title)

2. After consideration of your military service/education and discussion with your commander, it has been determined that you lack the necessary prerequisites as follows:

[] a. You have not completed the minimum military education requirements for the award of the AOC, which is _____ for the award of the AOC, which is _____.

[] b. You have not been observed in your duty assignment for sufficient time to evaluate your proficiency for award of the AOC.

[] c. You have not completed the formal military education required for the award of the skill indicator.

3. At this time, you are being reported not qualified in the following AOC: _____.

4. You should endeavor to fulfill the service/educational requirements for your duty assignment as soon as possible. There is an initial time limit of one year to complete educational stipulations imposed by the Officer Personnel Classification Board. If necessary, the time may be extended through one additional annual training period after the expiration of the one year. Your progress will be monitored by your commander and the State Officer Personnel Manager.

5. It is your responsibility to forward completion certificates of educational requirements to the OPM. Questions should be directed to the OPM at _____.

FOR THE ADJUTANT GENERAL:

(MILPO or OPM Signature Block)

Appendix C

Type Questionnaire for OPMS

(Date)

NAME _____ RANK _____ SSN _____

UNIT _____ MTOE/TDA DUTY AOC _____

BRANCH _____

HOME ADDRESS _____
(Street Number and/or RFD)

(City)

(State)

(Zip)

PHONE NUMBER _____ / _____
(Business) (Home)

OCCUPATION _____

1. Refer to AR 611-101 and review the branches and areas of concentration (AOC) to determine the one in which you feel most qualified. Review first Chapter 1, then review specifications for branches and AOCs in Chapter 3. Consider all of your experience, both civilian and military. Also consider education and on the job experience.

The branch and AOC for which I feel most qualified is _____.

Remarks _____

2. The branch and AOC in which I feel second most qualified is _____.

Remarks _____

3. My civilian education beyond high school includes attendance at the following colleges and/or trade schools (attach documentation):

NAME OF SCHOOL	SUBJECT/MAJOR	DEGREE	DATES
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

4. My civilian employment has been (rate in successive order: 1 Most, 4, Least)

TECHNICAL _____ ADMINISTRATIVE _____ SUPERVISORY _____ OTHER _____ *

*Explain _____

5. I am expert in the following civilian occupations:

a. Most expert _____

b. Second most expert _____

c. Third most expert _____

6. I prefer assignment in responsibilities that are:

a. Administrative and technical (Staff) _____

b. Supervisory (Command or managing staff personnel) _____

Remarks _____

7. I have civilian experience in supervising the following number of employees for duration shown:

<u>NUMBER SUPERVISED</u>	<u>DURATION IN MONTHS</u>	<u>TYPES OF PERSONNEL SUPERVISED</u>		
		<u>UNSKILLED</u>	<u>TECHNICAL</u>	<u>PROFESSIONAL</u>

a. None _____

b. 1-10 _____

c. 11-20 _____

d. 21-100 _____

8. I have completed the following military courses (attach documentation):

<u>TITLE OF COURSE</u>	<u>DATE COMPLETED</u>
------------------------	-----------------------

_____ Officer Basic Course _____

_____ Officer Basic Course _____

_____ Officer Advance Course _____

_____ Officer Advance Course _____

Command and General Staff Officers Course / /50% / /100% _____

Other _____

Other _____

9. After studying the State Inventory of Authorized Officer Branches and Functional Areas by grade, and considering my personal qualifications, education (civilian and military), experience, personal factors, and geographic constraints, the branch (and/or functional area) I would like to have designated is:

Remarks _____

10. For assignment to field grade positions I am willing to travel not more than _____50 miles, _____100 miles, _____150 miles, _____200 miles, one-way to attend weekend assemblies.

11. I have language proficiency in _____.

12. Provide any additional information which you feel should have a bearing on your future assignments or development: (Use reverse side if more space is needed.)

(Signature)

(Date)

Appendix D

TYPE STATE MASTER DEVELOPMENT PLAN (INVENTORY OF OFFICER POSITIONS)

BRANCH/AOC	Number of Authorized Positions by Grade in State Inventory					
	LT	CPT	MAJ	LTC	COL	TOTAL
Infantry -----						
11A	--	--	--	--	--	--
11B	--	--	--	--	--	--
11C	--	--	--	--	--	--
Armor -----						
12A	--	--	--	--	--	--
12B	--	--	--	--	--	--
12C	--	--	--	--	--	--
Field Artillery -----						
13A	--	--	--	--	--	--
13B	--	--	--	--	--	--
13C	--	--	--	--	--	--
13D	--	--	--	--	--	--
13E	--	--	--	--	--	--
Air Defense Artillery -----						
14A	--	--	--	--	--	--
14B	--	--	--	--	--	--
14C	--	--	--	--	--	--
14D	--	--	--	--	--	--
14E	--	--	--	--	--	--

*Etc.

*List all branch and functional area AOCs which are authorized positions in the State force structure.

Appendix E

Commissioned Officer Branch/Functional Area Substitution Table

If MTOE/TDA position
description is:

It may be filled by substituting
officers who have the following
branch or functional area code:

1. Commander (all levels)	No substitution authorized. Officers selected to command must be qualified IAW the requirements of the MTOE/TDA position.
2. Executive Officer, Deputy Commander (all levels)	No substitution authorized. Officers assigned must be qualified IAW requirements of the position.
3. Adjutant; Personnel Staff Officer (G1, S1); ACofS G1, Administration	11, 12, 13, 14, 15, 18, 21, 25, 31, 35, 41, 42, 67, 88, 91, 92
4. Assistant Adjutant; Assistant Personnel Staff Officer (G1, S1); Deputy ACofS G1	Same as item 3, above.
5. Brigade and battalion level Operations Officer (G3, S3)	Same as item 2, above.
6. Operations, plans, training, TAC, or force development not at brigade or battalion level	54 or Area of Concentration (AOC) designated on authorization document. Substitution to be determined based on individual qualifications and position requirements.
7. Supply Staff Officer (G4, S4)	11, 12, 13, 14, 15, 18, 21, 25, 31, 35, 67, 88, 91, 92, 97
8. Assistant Supply Staff Officer (G4, S4), Logistics Officer	Same as item 7, above
9. Supply and Service Officer; Assistant Supply and Service Officer	21, 25, 67, 88, 91, 92, 97
10. Supply Management Officer	Same as item 9, above.
11. Maintenance Staff Officer, Unit Maintenance Officer	Same as item 9, above.
12. ACofS G5	Same as item 3, above.

13. ACoS G2, S2, Security Officer	11, 12, 13, 14, 15, 18, 21, 25, 31, 67, 88, 91, 92
14. Military Intelligence Officer	All other positions coded 35 may be filled with codes in item 13, above.
15. Human Relations Officer	Branch immaterial. Officer must have skill 5T.
16. Medical Platoon Leader (nonmedical unit)	Same as item 3, above.
17. Motor officer	Branch immaterial.
18. Communications and Electronics Officer	No substitution authorized in signal units. All other positions coded 25 may be filled with the codes in item 3, above.
19. Chemical Officer	No substitution authorized in chemical units. All other positions coded 74 may be filled with the codes in item 3, above.
20. Headquarters Commandant	Same as item 3, above.
21. Rotary wing and fixed wing aviators	15. Officer must meet skill requirements of the position.
22. Aeromedical Evacuation Officer	67J (MSC Branch required).
23. Aide-de-camp	Same as item 3, above.
24. Recruiting and Induction Officer	Same as item 3, above.
25. Selective Service Officer	Branch immaterial.
26. Civil Affairs Officer	48.
27. Psychological Operations Officer	48.

NOTES:

1. This table is intended to be used as a guide in making assignments which do not meet full management and utilization criteria found in the regulations. It allows for Branch and Functional Area substitution pending training of the incumbent officer or future assignment of a fully qualified officer.

2. Officers assigned under the substitutability criteria of this table will immediately be given educational stipulations to qualify for award of the Area of Concentration (AOC) required by the authorization document. An exception to this requirement is authorized for MSC officers assigned in lieu of MC officer under the provisions of paragraph 4-3f(3).

3. The Staff Specialist Branch is a branch of the Army to which personnel of the Army National Guard and the US Army Reserve may be appointed and serve. The three categories of personnel who are appointed and assigned to the Staff Specialist Branch are chaplain candidates or seminarians, officers assigned to Selective Service positions, and selected instructors.

29 December 1989

By Order of the Secretary of the Army:

HERBERT R. TEMPLE, JR.
Lieutenant General, USA
Chief, National Guard Bureau

Official:

TOMMY L. DANIELS
Colonel, USAF
Executive, National Guard Bureau

Distribution: A