

Kansas Army National Guard

Standard Operating Procedure 600-100-1

Personnel – Officer and Warrant Officer

Officer and Warrant Officer Career Management Program

Adjutant General's Department
Headquarters, Kansas Army National Guard
Topeka, Kansas
01 NOV 2011

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Topeka, Kansas 66611-1287
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Kansas Army National Guard SOP 600-100-1

Personnel – General

Officer and Senior Warrant Officer Career Management Program

By Order of the Adjutant General:

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Brigadier General
Assistant Adjutant General, KSARNG

History. This printing publishes a revision of this publication and supersedes all previous editions.

Summary. This publication implements guidance which establishes the field grade officer career management and Chief Warrant Officer Five promotion process, selection for ILE and SSS and senior commander selections for the Kansas Army National Guard.

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Suggested improvements. The proponent of this publication is the JFHQ-LC G-1. Users are invited to send comments and suggested improvements to The Adjutant General's Department, ATTN: JFHQ-LC G-1, 2800 SW Topeka Blvd, Topeka, KS 66611-1287

Distribution: B

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Chapter 1 – Introduction

1-1. References.

- a. AR 135-155, Promotion of Commissioned Officers and Warrant Officers Other Than General Officers. (13 JUL 04)
- b. NGR 600-100, Commissioned Officers – Federal Recognition and Related Personnel Actions. (15 APR 94)
- c. Reserve Officer Personnel Management Act (ROMPA). (01 OCT 2006)
- d. NGR 600-101, Warrant Officers – Federal Recognition and Related Personnel Actions. (01 OCT 96)
- e. NGR 635-100, Termination of Appointment and Withdrawal of Federal Recognition. (08 SEP 78)
- f. NGR 635-101, Efficiency and Physical Fitness Boards. (15 AUG 77)
- g. NGR 635-102, Officers and Warrant Officers Selective Retention. (01 JUN 88)
- h. Personnel Policy Guidance (PPG) (<http://www.armyg1.army.mil>).
- i. DA Pam 600-3, Commissioned Officer Professional Development & Career Management. (01 FEB 10)
- j. DA PAM 611-21, Military Occupational Classification and Structure. (22 JAN 07) (<https://smartbook.armyg1.pentagon.mil>)
- k. NGR 600-5, The Active Guard/Reserve (AGR) Program – Title 32. Full-Time National Guard Duty (FTNGD). (20 FEB 1990)

1-2. General. This SOP provides specific guidance and information on the Kansas Army National Guard officer career management program. The intent is to provide policy and guidance for program management to commanders, personnel managers at all levels, supervisors and individual officers. This SOP articulates the promotion sequence of eligibility, selection, prioritization, and promotion.

a. This SOP describes a system of Officer Career Management based on the placement of Best Qualified officers to meet the requirements of force structure. Best Qualified officers are determined annually via the Officer Career Management Board (OCMB) process. Selection sequence lists will be utilized for promotion, school selection and key developmental assignment selection.

b. Each sequence list will be generated from individual selection boards. For the purposes of this SOP, the term “promotable” refers to officers who have been selected by the State of Kansas for promotion and meet all of the requirements to be promoted to include civilian and military education, height-weight, Army Physical Fitness Test (APFT), and Time in Grade (TIG).

1-3. Applicability. This SOP is applicable to all commissioned officers and senior warrant officers in the Kansas Army National Guard including Title 32, Title 10 AGR officers and any field grade officers requesting appointment into the KSARNG. Officers in specialty branches such as MC, DC, AN, SP, VC, MS, JA and CH are promoted IAW Chapter 5 of this SOP.

1-4. Appointments.

a. Officer and warrant officer appointments in the Kansas Army National Guard are subject to both state and federal regulations and will be processed IAW NGR 600-100 or NGR 600-101.

b. Field Grade officers requesting to join the KSARNG may apply for appointment for vacant positions when there are no current qualified officers of the KSARNG to fill the position. Field Grade appointment requests must receive a JFHQ-KS G1 Memorandum of Concurrence stating a review of the officer's files has been completed and they are found qualified to serve in the KSARNG. The officer requesting the appointment must interview, in person or by phone, with the MSC commander or Chief of Staff (35ID, JFHQ-LC) who must also provide a Memorandum of Concurrence in writing prior to the appointment of a field grade officer to a position in the KSARNG. This includes interstate transfers, conditional releases, accessions from the Inactive Ready Reserve (IRR) and Title 10 tour officers. Officer positions governed by a 35th Division Council Memorandum of Agreement (MOA) will be appointed IAW Para 2-7 of this SOP.

1-5. Counseling.

a. The best discussion of leadership and counseling can be found in FM 6-22 (Army Leadership). The most fundamental of all requirements is that a leader must regularly counsel their officers. The leader who neglects counseling their subordinates is negligent in the performance of his or her duty.

b. The principal focus of counseling are proficiency, competency, and Army Values. Counseling should cover values, character traits, knowledge, skills and behavior that an individual must improve to become a better officer.

c. The primary tool for professional development is the proper use of the DA Form 67-9-1, Officer Evaluation Report Support Form, as the rater and the rated officer develop performance expectations for the rated officer. Counseling sessions will be conducted on a quarterly basis and should include the tasks to be performed, expected level of performance / standards, and any additional training or schooling required for success. It is the responsibility of the senior rater to insure this counseling is meaningful.

1-6. Assignments.

a. Commanders of the Major Subordinate Commands will designate a Point of Contact (usually S-1/G-1/PSNCO) for officer assignments. Under current force structure this includes:

- (1) Land Component, JFHQ.
- (2) 35th Infantry Division.
- (3) 635th Regional Support Group.
- (4) 287th Sustainment Brigade.
- (5) 69th Troop Command.
- (6) 235th Regiment.

b. The POC will coordinate with the JFHQ-LC G-1 to project vacancies on a quarterly basis. Based on projected vacancies, officer assignments will be managed utilizing the current promotion sequence list, MSC Commander input and at the discretion of the Assistant Adjutant General.

Chapter 2 - Officer Career Management

2-1. Officer Career Management (OCM): The fundamental purpose of Officer Career Management is to provide qualified and capable officers for assignments and promotion within the force structure of the KSARNG. To accomplish this task, commanders must provide officers with career guidance, timely training, and appropriate developmental assignments in order to advance the largest number of officers to their maximum demonstrated service potential.

a. Prospective: This process is designed to ensure each officer receives the opportunity to meet career progression requirements, or "gates", in order to allow officers to serve at their fullest demonstrated potential within the limitations of the states force structure. This process will allow as many officers as possible to advance through qualifying positions so that the state will have access to the largest possible number of experienced officers. Each officer may only hold one branch qualifying assignment per grade.

b. Officer Development: An officer's development includes education and assignments.

(1) Civilian Education: MSC Commanders will ensure junior officers are completing mandatory education within established time frames. Encourage and advise on continued civilian education opportunities via individual initiative, tuition assistance, Military Education equivalency, and trade schools.

(2) Military Education: MSC Commanders will ensure officers are advised of military education requirements and military expectations for successful and timely completion.

(3) Assignments: Key development, branch development, and broadening assignments are fundamentally necessary within a officer's career to ensure they develop desired skill sets in accordance with DA PAM 600-3.

2-2. Developmental position identification: Developmental positions for O3 through O5 officers are categorized by branch and assignment. All Key and Branch Development positions are branch specific. Branch immaterial positions are, with rare exception, Broadening Assignments. The exception is Branch Immaterial Command positions which are considered Key Development positions. All O3, O4, and O5 officer positions within the Kansas Army National Guard force structure are identified as Key Development (KD), Branch Development (BD), or Broadening Assignment (BA) within their respective branch communities.

a. Key Developmental (KD) positions: A key developmental position is one that is deemed fundamental to the development of an officer in his or her core branch or functional area competencies or deemed critical by the senior Army leadership to provide experience across the Army's strategic mission. The majority of these positions fall within the scope of the officer's branch or functional area mission.

b. Branch Development (BD) Positions: The range of further assignments to branch-coded positions is a function of the Army's requirements and officer availability. These assignments may include staff and faculty positions in tactical or training units. Branch assignments further develop the basic branch skills and employ the officer's accumulated skills, knowledge and attributes.

c. Broadening Assignments (BA) Positions: Developmental positions that provide exposure to experiences outside the officer's core branch or functional area competencies are considered broadening assignments. Broadening assignments develop a wider range of knowledge and skills, augment understanding of the full spectrum of Army missions, promote practical application of language training or increase cross cultural exposure, and expand officer awareness of other governmental agencies, units or environments.

d. Functional Area (FA) specific. Officers designated into functional areas should seek training and education opportunities to focus on their areas of specialization and include progressive and repetitive assignments of increasing responsibility.

2-3. MSC Commanders and JFHQ-LC Directorates should:

- a. Maintain close contact and coordination with the JFHQ-LC G-1 in order to track and guide the careers of their officers.
- b. Recommend officers for transfer and assignment to vacancies in a timely manner.
- c. Maintain a system to ensure the proper and timely submission of Officer Evaluation Reports for all officers assigned.
- d. Provide career management counseling on assignment requirements within an officers specialty.

2-4. Battalion level Commands should:

- a. Establish and conduct Officer Professional Development (OPD) on a quarterly basis to ensure that officers are properly advised on training, promotions, opportunities in primary and alternate specialties and functional areas, assignments and counseling.
- b. Maintain a system to ensure the proper and timely submission of Officer Evaluation Reports for all officers assigned.

2-5. Each officer and warrant officer should accomplish the following:

- a. Maintain and execute a personal action plan for physical fitness, self-development, continuing education and institutional training.
- b. Manage his or her own career by seeking mentorship and develop a program track that will best suit his or her needs and abilities (Use of Army Pamphlet 600-3 and other related documents can be of great assistance to the commissioned ranks in planning their careers).
- c. Ensure that his or her iPERMs, SIDPERS data, DA Photo and 2-1/Officer Records Brief (ORB) is accurate and current. At a minimum, an annual records review is recommended.
- d. Ensure his or her biography is accurate, reflects all recent changes, prepared in accordance with Appendix C and is forwarded to the MSC and officer personnel.

2-6. Promotion. The promotion process consists of four phases: Eligibility, Selection, Prioritization, and Promotion.

- a. Eligibility. In order to be eligible for promotion consideration (board), an officer must meet minimum time in grade (TIG).
- b. Selection. It is important to recognize the difference between Eligibility and Selection. After eligibility is met, selection is determined by an officer's placement on the sequence list and annual vacancy projections.
- c. Promotion. Promotions will be based on the needs of the organization (vacancies) as determined by the JFHQ-LC G-1 and the guidance of senior leadership. Individual promotion lists by grade will be generated from the promotion board OMLs. After a promotion list is approved by the ATAG, it will be published to MSC's and All Army Distribution. If the promotion list becomes exhausted before the next promotion board, the ATAG can determine to add additional officers to the promotion list using the sequence list that is still in effect from the previous promotion board. Within 30 days after the board is convened, the OML derived from individual promotion boards will be broken down into Top, Middle and Bottom 1/3s. Each 1/3 will be reshuffled alphabetically (not in rank order) and distributed to the MSC commanders, JFHQ directorates and Command Group for career mentorship/guidance purposes only.

d. Promotion Criteria. Once an officer is selected for promotion, they must meet the following criteria before the Federal Recognition process will commence to physically promote them:

- (1) Complete all required Military and Civilian education.
- (2) Current passing APFT (DA 705) and Height/Weight proportionate IAW AR-600-9.
- (3) Assignment to a branch or immaterial position which allows them to be promoted.

2-7. Placement of HHC 35th Division Officers.

a. Several senior officer positions in HHC 35th Infantry Division are designated as "Council Positions" IAW the 35th Division MOA with other States and are uniquely managed. States who are parties to the MOA are notified of all HHC 35th Infantry Division Council Position vacancies by the Division G-1. KS HRO is responsible for the official announcements of position vacancies when FTM is involved. Those positions are identified within the 35th Division MOA. KSARNG officers who wish to apply for a Council Position must do so per the 35th Division MOA.

b. An officer who is selected from a state other than Kansas for a Council Position will be transferred to the KSARNG for the term of his or her tour in the position. This tour is normally between two to three years. Once the tour is completed, the officer can either return to his or her originating state, transfer to the Inactive Ready Reserve (IRR), or request to remain with the KSARNG and be included in the KSARNG officer management process.

c. KSARNG retains the responsibility for filling vacant non-Division Council staff officer positions at 35th ID, and KSARNG officers have priority for filling those vacancies.

(1) For vacancies within the 35th ID Headquarters which are not controlled by the Division Council, the Division G-1 will request a fill through JFHQ-LC G1. If JFHQ-LC G1 cannot identify a Soldier to fill the vacancy within 60 days of the request for fill, the 35th ID Commanding General may review and select officers to fill these vacancies from out of state and submit packets through the JFHQ-LC G1 for approval by the Assistant Adjutant General for accession into the KSARNG and assignment to Division staff IAW Chapter 3 Para 10 of this SOP.

(2) The Assistant Adjutant General shall have 15 working days from the date of receipt within which to approve or provide a written statement of disapproval. If the Assistant Adjutant General takes no action within the required 15 days, the officer will be accessed into the KSARNG. These officers shall be subject to the boards required for promotion and retention once accessed into the KSARNG.

Chapter 3 – Officer Career Management Boards Process

3-1. The purpose of the Officer Career Management Boards process is to provide the KSARNG with qualified officers to meet force structure requirements. The needs of the organization will always take precedence over the career enhancement of the individuals. Given its importance and the “mission first” concept, the focus of the OCMB process for the commissioned officer CORPS must have total confidence in the fairness and reliability of the process. The integrity of the system can be attributed to two primary factors:

a. Only senior officers of the highest quality who clearly reflect the values of the institution are selected to serve as board members. Officers who are flagged for any reason, twice non-selected by a mandatory board under ROPMA or pending investigation will not participate as a member of any officer board.

b. The documents pulled from the official iPERMs record of each officer, IAW the Army Regulation, a letter to the President of the Board, biography and the ORB are the sole basis of evaluation.

3-2. Impartiality. It is imperative that all officers understand that the absolute impartiality of the board system must be protected. An integral part of that impartiality is that senior officers understand and support the confidentiality required of all board members. Once selected as a board member, the officer will not reveal that he or she is a board member until that specific board results have been announced. Prior to convening a board, members are specifically prohibited from soliciting or receiving information about officers being considered.

3-3. Notification of Officers being considered. Officers going before any of the Officer Career Management Boards will be notified through their official Army Knowledge Online (AKO) email account. This notification should be accomplished no later than sixty (60) days before the document submission cut-off date. In addition, a roster of all officers being considered within a grade will be forwarded to each MSC headquarters. If an officer fails to check his or her AKO email account, this will not constitute a material defect to justify a stand-by board. Once the officer has been notified of the board, he or she must review and update his or her iPERMS file.

3-4. Letters to the Board. Letters from an officer being considered addressed to the President of the Board will be filed for board review. Letters should outline information not obvious in the officer’s file; e.g. the enrollment and status of the officer in a graduate program or his or her status in completion of the Intermediate Level Education. Letters of recommendation or letters from other sources will not be filed or presented to the board.

3-5. Zone of Consideration. All officers will be considered within their respective peer groups. Peer groups are those officers of a certain grade. The Career Management Board will consider each Zone of Consideration peer group based on DOR prior to the first day of the month in which the board will be conducted. The Zone of Consideration may be adjusted by the ATAG based on the projected needs of the KSARNG with input from the G-1. The approved Zone of Consideration may or may not consider Below the Zone eligible officers and will be sent out with the circular to the MSC’s 60 days before the scheduled date of the board.

3-6. Below Zone Promotions.

a. The following are minimum DA Time in Grade (TIG) requirements by grade that can be considered:

1. Captains with Time in Grade (TIG) for promotion (minimum 4 years) to Major.
2. Majors with TIG for promotion (minimum 4 years) to Lieutenant Colonel.
3. Lieutenant Colonels with TIG for promotion (minimum 3 years) to Colonel.

3-7. Board Schedule. Promotion Boards will be scheduled for the respective grades. This also aligns the board process with the ILE and SSC selection process. The annual Promotion, Schools and Command Boards will normally be conducted during the following months:

a. Promotion Boards.

- (1) MAJ Promotion Board (normally **May** timeframe).
- (2) LTC Promotion Board (normally **April** timeframe).
- (3) COL Promotion Board (if required) (normally **March** timeframe).

b. Schools Boards.

- (1) ILE Selection Board (normally **July** timeframe).
- (2) SSC Selection Board (normally **June** timeframe).

c. Command Boards.

- (1) BN Command Selection Board (normally **September** timeframe).
- (2) BDE Command Selection Board (normally **August** timeframe).

d. Additional Boards. Additional boards may be required based on the needs of the organization. In the event that the ATAG determines the need for an additional board, guidance will be sent out to the affected parties.

3-8. Board Member Composition.

a. Promotion boards will be composed of the following:

- (1) O4 level promotion board will have seven members.
- (2) O5 level promotion board will have seven members.
- (3) O6 level promotion board (if required) will have 5 members.

(4) Promotion Board members must be at least one pay grade higher than those officers being considered. Board members may be from other states' National Guard. The board president will be a General officer, Brigadier General selectee or Colonel. The board president must be a member of the Kansas Army National Guard. The recorder(s) may be any rank.

b. ILE Board composition will consist of the following:

- (1) Combination of four LTC's/COL's.
- (2) One COL to serve as board president.
- (3) All board members must be ARNG or AC officers.

c. SSC Board composition will consist of the following:

- (1) Combination of four COL's/BG's who are SSC/MEL1 graduates.
- (2) One BG to serve as board president.
- (3) All board members must be ARNG or AC officers.

d. BN Command Board composition will consist of the following:

- (1) Each of the four current BDE/MSB Commanders.

(2) One COL/BG to serve as board president.

(3) All board members must be ARNG or AC officers.

e. BDE Command Board (if required) composition will consist of the following:

(1) Board composition is based on TAG's guidance.

(2) One GO to serve as board president.

(3) All board members must be ARNG or AC officers.

(4) This board is at the discretion of the ATAG based on projected needs.

f. The following officers will not sit as members of a board:

(1) An officer flagged for any reason.

(2) An officer may not sit as a board member if he or she will consider the file of his or her spouse, child or sibling.

(3) An officer may not be a board recorder if his or her file is being considered by the board.

(4) An officer who has served as a member of the previous year's board for the same OCMB (except Command boards). The intent being that no individual officer will sit a Career Management board for two consecutive years.

(5) JFHQ-LC G-1 or an officer assigned to that section, an assigned IG officer or all Special Branch officers.

g. The JFHQ-LC G-1 is responsible for the composition recommendations of each of the Board. Every effort will be made to ensure quality representation of maneuver, fires and effects, support operations and force sustainment officers as voting members. Each board should have minority and gender representation regardless of the minority and gender demographic of the officers being considered. A balanced mix of traditional Guard members and FTUS officers will be maintained to the fullest extent possible.

h. The JFHQ-LC G-1 will prepare the recommended list of board members and present the list to the Assistant Adjutant General (ATAG), for approval. The ATAG is the approving authority for the selection of board members. The JFHQ-LC G-1 will notify the approved board members and prepare a letter of instruction based on guidance from the ATAG.

3-9. Board Process.

a. When a board is convened, the board members shall take an oath.

b. If determined necessary by the President of the Board, the Recorder will provide a briefing to explain the board process. The President will have a practice vote to norm the board.

c. Board members should use the word picture in Appendix A to convert the subjective evaluations of the officers being considered to an objective score.

d. Board members will give each file a score from 1 to 6 and may use one + or – subscript. Once all members have voted on a file, the Recorder will compare the scores. All scores must be within a range of two whole integers from high score to low score. Any score greater than two whole integers will cause a revote of a file. The scores will be totaled; e.g. if the votes were: 5+, 6-, 5, 5+, 6 the total would be 27+; or, if the votes were 5+, 5+, 6-, 5+, 5 the total would be 26++. A score of 27+ is higher than a score of 26++. The plus and minus

subscripts allow an additional discriminator within the whole integer score. If there is a tie between or amongst two or more officers' numerical scores using the plus and minus method, the officer with the earliest date of rank will be placed higher on the sequence list.

e. Board members will not keep informational notes on individual officers or maintain a roster of scores. By keeping a roster of scores it may cause the voting member to rank order the officers being considered. This defeats the intent to evaluate an officer on his or her own merit.

f. Once the votes are counted and the results are within the allowable variance as described at paragraph 4-9.d, the Board is adjourned.

g. The Recorder will place the names of considered officers on a list in numeric score order. This will comprise a sequence list for each specific board. The JFHQ-LC G-1 will internally maintain each board list after ATAG approval for each of the following:

- (1) Command selections.
- (2) Resident ILE/Senior Service school selections.
- (3) Promotions.

3-10. After Board Process and Actions.

a. After each board is completed and the sequence list has been developed, the JFHQ-LC G-1 and the President of the Board will schedule an appointment with the Assistant Adjutant General and provide a verbal after action report (AAR). The AAR will at a minimum consist of:

- (1) Any anomalies in the board that could cause the board to be voided.
- (2) Situations or issues which caused a file to be re-voted more than twice.
- (3) Any possible "show cause" files.
- (4) A review of the specific board sequence list.
- (5) A review of all KSARNG vacancies for the selected rank considered by the Board.

(6) For AGR Soldiers, a review of the Support Personnel Manning Document (SPMD) for all vacancies for the selected rank considered by the Board.

b. Once the ATAG has determined the percentage strength requirements by grade for MAJ through COL, a review of current and expected vacancies shall be conducted. The ATAG will be advised if the expected vacancy promotions will cause a shortage of personnel to fill critical positions at the lower grade. If this is the case the ATAG may limit vacancy fill promotions to critical positions.

c. If the total number of officers assigned is less than the number of officer positions required, the ATAG will determine the minimum strength percentage for each grade of MAJ through COL. The intent being that no grade will be promoted under critical strength requirements.

d. The promotion board list will be broken down into Top, Middle and Bottom 1/3s. Each 1/3 will be reshuffled alphabetically (not in rank order) and distributed to the MSC commanders, JFHQ directorates and Command Group for career mentorship/guidance purposes only.

e. MSC Commanders will notify each officer of their placement within the board list (top, middle or bottom third).

3-11. Officer assignment and promotion. Officers will be assigned to positions for promotion based upon vacancy within the unit, the qualification of the officer at the first position on the promotion list and the officer's current assignment and career progression needs. In the case of critical fill positions as Commands, XO, S-3, AO and other positions as determined by the Assistant Adjutant General, officers will be selected by the respective commands from the top three branch qualified candidates from the respective sequence list.

a. Upon completion of the State Board process and placement on an approved promotion list, an AGR officer may be projected for the appropriate control grade, SPMD vacant position, and MTOE or TDA position of the higher grade. Once the AGR officer receives a control grade and is placed in the proper SPMD position, their federal recognition packet will be presented before the Federal Recognition Board and forwarded immediately. Upon promotion, the AGR officer's DOR will be determined based on the date which the Chief, National Guard Bureau, extended federal recognition and per NGR 600-100, Commissioned Officers – Federal Recognition and Related Personnel Actions. Soldiers may not be promoted into a military grade that exceeds the grade of their SPMD position. In addition, AGR Soldiers should work and be assigned in the unit into which they are promoted.

b. When an AGR Officer is selected for command and is awaiting a control grade, he or she will be managed IAW paragraph 3-11a above.

c. Reassignment or projection of AGR officers requiring a control grade into staff positions may occur with the approval of The Adjutant General. However, their promotion cannot be executed until an AGR control grade has been assigned.

d. Officers who decline an assignment with promotion opportunity will be considered again for reassignment only when all others on the respective promotion list have been considered. If they are not promoted prior to the next board, they will be considered again for placement by the next year's promotion board. This will have the effect of removing them from consideration for branch immaterial positions or resident school opportunities until the next year's Board results are in place. Officers may not refuse a command direct reassignment.

d. Officers who are not eligible for promotion due to a flagging action, lack of professional military education, expired physical, official college transcripts not on file, or awaiting administrative review by a Department of the Army Stand-by Board will not be assigned to positions in the next higher grade. Based on the needs of the KSARNG an officer may be assigned the duties of a position in the next higher grade without benefit of placement in to the paragraph and line number. The officer will not be assigned to the position or promoted within that position until such time as they become eligible for promotion. Achievements and accomplishments resulting from assigned duties should be addressed within the officer's OER.

f. Officers waiting on the results of a Department of the Army Selection Board IAW with ROPMA may not be promoted (even if recommended by a state selection board) until the results of the Department of the Army Selection Board are released. Should the state selected officer not be selected by the DA board, they will not be eligible for promotion.

g. Officers who are the subject of a pending investigation per AR 15-6, Procedures for Investigations Officers and Boards of Officers, will not be placed in promotion opportunity vacancies until a command review is completed and flags removed per AR 600-8-2, Suspension of Favorable Personnel Actions (FLAGS). The JFHQ-LC G-1 and Staff Judge Advocate (SJA) will review the pending investigation and brief the ATAG.

h. Officers who are mobilized In Support Of (ISO) an approved contingency operation and have been selected by a DA Mandatory Promotion Board and are slotted in an appropriate graded slot during their mobilization tour may be promoted. The KSARNG will continue to seek placement of that officer into an appropriate position in KS during his or her deployment provided the officer has been selected for promotion on the KS state board. If that has not occurred upon demobilization, the officer must be assigned to an appropriate position within 180 days or will be transferred to the IRR IAW PPG and NGB policy.

i. AGR Soldiers requiring Command Leadership and Staff Assignment Policy (CLASP) waivers will adhere to the current NGB policy and guidance.

j. Promotion of technician officers must not create a grade inversion situation, must satisfy unit compatibility requirements where required and be in a MOS/Branch compatible slot.

3-12. Mandatory DA Boards per AR 135-155, Promotion of Commissioned Officers and Warrant Officers Other Than General Officers. Officers on the Kansas promotion list are still subject to DA Mandatory Selection Board actions. Officers who have been selected by a DA Mandatory Selection Board are still subject to the KSARNG officer career management process even during times that the officer is on Title 10 status, both deployed and on an NGB tour. Officers below the rank of LTC twice non-selected by a mandatory DA selection board will be removed from the Kansas Army National Guard per AR 135-155, NGR 635-100, Termination of Appointment and Withdrawal of Federal Recognition, and ROPMA.

3-13. Stand-by Boards. If an officer believes his or her board file had a material defect not caused by the action of the officer, affecting the board's vote regarding their file, he or she may have grounds for reconsideration via a Stand-by Board. The convening authority (ATAG) may authorize a Stand-by Board to review an officer's file at any time within ninety (90) days following the release of the board results. Requests for a Stand-by Board will be submitted through the officer's chain of command to the ATAG NLT 30 calendar days after the board results are published. Requests will be routed through the G-1 and shall be considered on a case-by-case basis. If the ATAG deems it appropriate to convene a Stand-by Board, all requirements of chapter 3 will be met. When the results of the Board are approved by the ATAG, the officer will be placed on the current OML at a position commensurate with the rating the officer received in the Stand-by Board.

a. Officer Responsibility. It is the responsibility of the officer who believes there is a material defect not caused by the action of the officer to submit a memorandum immediately through their chain of command to JFHQ-KS LC G-1 outlining specifically what the material defect was. The memorandum should be succinct and factual with any supporting documents enclosed; e.g. evaluations, awards, diplomas, training certificates or transcripts.

b. The ATAG will review the officer's letter and supporting documents and determine if there is a material defect that would warrant a Stand-by Board.

c. The following items do not constitute material defect and reconsideration will not be granted:
(Note: This is not "an all inclusive list.")

- (1) Failure of the officer to review his or her file prior to the convening date of the Board.
- (2) Absence of documents written, prepared or computed the day a Board is convened.
- (3) Absence of an official photograph or the presence of an outdated official photograph.
- (4) Absence of an award for achievement or meritorious service lower than the Meritorious Service Medal.
- (5) Absence of documents not authorized to be placed in the officer's iPERMs file.

Chapter 4 – Selection

4-1. Selection. Once an officer is placed onto a promotion or selection list, they will remain on that list until promoted or removed. If an officer is not state order promoted 30 days before the next promotion board convenes, the officer will be considered non-select and boarded again on the following board. AGR's who cannot be promoted due to the lack of an available control grade will be promoted upon availability of the appropriate controlled grade, IAW NGR 600-100.

4-2. When a field grade position (other than command) becomes vacant, the BN or BDE/MSD commander will determine (with input from the next higher level commander and JFHQ-LC G1) whether to fill the position by lateral transfer or another qualified officer from the promotion list.

4-3. Command Selection.

a. BN: Upon indentifying a battalion command position vacancy (one year out from vacancy preferred), the JFHQ-KS G1 will provide the selecting commander with the top 3 qualified officers from the BN Command sequence list who have not yet held command. The selecting commander will interview all candidates and communicate through the chain of command to the JFHQ-KS G-1 his/her selection. Once approved by the Assistant Adjutant General, the selection will be formally announced so that the selectee can begin preparing himself/herself for the duty (i.e. attendance at the pre-command course.)

b. BDE: BDE Commanders will be selected by the ATAG from the BDE CMD sequence list on an as needed basis.

4-4. Schools Selection. IAW NGB annual guidance, JFHQ-LC G-1 will send notification to all qualified KSARNG officers with the current year school information to solicit the officer's interest in applying.

a. Intermediate Level Education (ILE) Resident Course Selection.

(1) Resident ILE course selectees will incur a contractual obligation with the length of obligation time dependent on the length of the resident course.

(2) KSARNG G-1 Officer Personnel will ensure that all officers selected will be able to fulfill any incurred obligation and/or mandatory training requirement prior to submission to NGB.

(3) If the officer cannot meet the required obligation due to MRD or if they have over 18 years of AFS, a waiver approved by the ATAG must be forwarded and approved by NGB prior to course submission.

b. Senior Service College (SSC, War College) Selection.

(1) Resident SSC course selectees will incur a contractual obligation with the length of obligation time dependent on the length of the resident course.

(2) KSARNG G-1 Officer Personnel will ensure that all officers selected will be able to fulfill any incurred obligation and/or mandatory training requirement prior to submission to NGB.

(3) If the officer cannot meet the required obligation due to MRD or if they have over 18 years of AFS, a waiver approved by the TAG must be forwarded and approved by NGB prior to selection.

c. Selection Schedules. School selections will be made utilizing NGB guidance upon NGB notification of class availability for:

(1) Resident Intermediate Level Education (ILE) notification - normally in August.

(2) Resident and Distance Learning, Senior Service College (SSC) notification - normally in July.

(3) In the event that NGB publishes a circular with additional information for the ILE and/or SSC boards, it will be sent to the MSC's and eligible officers with guidance on the process.

d. Zone of Consideration. Using the sequence list from the ILE and SSC boards, and based upon the training seats available, the JFHQ-LC G-1 will notify the selected officers of their nomination for ILE and SSC. ILE and SSC selection will only be considered for those officers who specifically express their desire for continued military education through written request to KSARNG G-1 Officer Personnel branch. To be considered, officers must meet the following rank requirements

(1) ILE – Majors who meet prerequisite military educational requirements (CCC).

(2) SSC – LTCs and COLs who are able to complete two years of service after graduation from SSC and who meet prerequisite military Educational requirements (ILE Complete).

e. Notification of Officers being considered. Officers eligible for consideration for attending resident ILE or SSC will be notified through their official Army Knowledge Online (AKO) email account. This notification will be accomplished approximately sixty (60) days prior to the response suspense date. In addition, a roster of the officers eligible will be forwarded to the MSC headquarters.

(1) Officers will be provided with a suspense date for response. Officers who fail to respond by Written correspondence prior to the suspense date will not be considered for educational placement.

(2) That an officer fails to check his or her AKO email account does not constitute a material defect to justify consideration after the identified suspense date.

(3) Majors who have not completed ILE or CGSC and are not currently enrolled in ILE will receive notification. An officer who was enrolled in ILE and discontinued their course of study will not be considered for resident course selection without the consent of the Assistant Adjutant General.

(4) All Colonels and LTCs who have not completed SSC, are not currently enrolled in SSC, and have not been selected for attendance of SSC will receive notification. Officers on the stand by list will be included in notification. An officer who was enrolled in SSC and discontinued their course of study will not be considered for selection without the consent of the Assistant Adjutant General.

f. Selection. The JFHQ-KS G-1 will provide the Assistant Adjutant General with the OML of boarded candidates from the ILE and SSC selection boards for consideration. (See para 3-6 - Zone of Consideration).

(1) Resident ILE Selection. KSARNG G-1 Officer Personnel will identify the officers requesting application to resident ILE. A list of these officers in order of their placement in the ILE sequence list will be forwarded through the ATAG to NGB. NGB will notify the state of how many of the officers were selected for resident ILE. G-1 will publish the selection list to MSC's and All Army distribution. The JFHQ-LC G1 and JFHQ-LC G3 will coordinate orders processing.

(2) Senior Service College (SSC) Selection. KSARNG G-1 Officer Personnel will identify the officers requesting application to SSC. NGB notifies JFHQ-KS G-3 on the number of slots available including slots for special branches. JFHQ-KS G-1 will provide a name for each slot, plus one alternate, from those officers who are eligible based upon placement on the SSC sequence list. G-1 will publish the selection list to MSC's and All Army distribution.

(3) Written interest (hardcopy) or specific communication (e-mail) with KSARNG G-1 Officer Personnel is required for military education selection of ILE and SSC to ensure that officers who are unable to participate in the military education opportunity are not placed in school slots. It is understood that if selected, the officer will try their utmost to make themselves available for training, but sometimes circumstances beyond their control (ie: family, work, deployment, etc.) may restrict an officer from attending at their first opportunity. Failure to complete advanced military education may hinder an officer's opportunity for career enhancing assignments.

Chapter 5 – Special Branch Officer Management

5-1. Special Branch Officer Boards. There will be no OCMB conducted for Special Branch Officers. The nature of the professional training, required certifications, the limited number of ASI specific positions, and low density of personnel within the special branches makes the OCMB process an inappropriate method for the management of these officers.

5-2. Special Branch Officer Management. Special Branch officer career management will be conducted by:

a. The State Surgeon, with input from the Deputy State Surgeon (DSS), the Sr. Clinical Nurse and the MSC Commander, will manage all medical related branches. The State Surgeon will coordinate closely with the G-1 and MSC Commander for advice and confirmation in the assignment of medical personnel.

b. The State Army Staff Judge Advocate (SJA) will manage all Army Judge Advocate General Corps officers. The SJA and MSC Commander provides overall supervision and career management of all SJA officers. The 35th ID Staff Judge Advocate and 35th Division CoS will provide input for consideration of assignment of SJA personnel within the 35th Division Headquarters.

c. The State Chaplain will manage all Chaplain Corps officers with input from the MSC Commander.

5-3. Special Branch Officer Promotion. Promotion through the rank of COL for specialty branch officers will be conducted on a vacancy fill basis. All promotions will be subject to promotion review through the office of the JFHQ-LC G-1.

Chapter 6 – Chief Warrant Officer Boards

6-1. Chief Warrant Officer Five (CW5) Selections.

- a. JFHQ-LC G1 will project CW5 vacancies.
- b. Selection Board required when more than one CW4 meets the promotion eligibility criteria.
- c. Eligible CW4 officers will be notified 60 days prior to the date the selection board will convene.
- d. Zone of consideration Warrant Officers in the grade of CW4 who meet minimum time in grade on the last day of the month in which the board is held.
- e. Eligible Warrant Officers should do the following upon notification of a selection board.
 - (1) Review official file information on IPERMS
 - (2) Update officer biographical summary
 - (3) Update DA photo
 - (4) A letter to the board is not necessary but if there is information felt necessary for the board to know a memorandum addressed to the President of the Board must be submitted to JFHQ-LC G1 Officer Personnel Section prior to the board convening.

6-2. When a CW5 position becomes vacant and there are no candidates for promotion to CW5, the Command Chief Warrant Officer (CCWO) will invite that branch's KSARNG CW4 with the senior time in grade (TIG) to occupy the vacated position. Occupation of this position does not authorize the incumbent to apply for or attend the Warrant Officer Senior Staff Course (WOSSC). Attendance to WOSSC is restricted to Warrant Officers who have been selected for promotion to CW5 by a promotion board. When the incumbent is within 12 months TIG for promotion to CW5, a selection board will be conducted. The zone of consideration will be all CW4 in the branch who have reached TIG to CW5 on the last day of the month in which the board is held.

6-3. Selection Board Member Composition.

- a. Board composition will consist of five members. Three members will have the rank of Colonel. Two additional members must have the rank of CW5 of the MOS being considered. The president of each selection board will be the minimum rank of Colonel from Kansas.
- b. The following Officers/Warrant Officers will not sit as members of a board:
 - (1) An officer/warrant officer flagged for any reason.
 - (2) An officer/warrant officer may not sit as a board member if he or she will consider the file of his or her spouse, child or sibling.
 - (3) An officer/warrant officer who sat as a member of a board the previous year for the same promotion category.
 - (4) An officer/warrant officer may not be a board recorder if his or her file is being considered by the board.
- c. The JFHQ-LC G-1 is responsible for the composition recommendation of each selection board. Each board will have minority and gender representation as required. A balanced mix of traditional Guard members and FTUS officers will be maintained.

d. The JFHQ-LC G-1 will prepare the recommended list of board members and present the list to The Assistant Adjutant General, KSARNG for approval. The Assistant Adjutant General, KSARNG is the only approving authority for the selection of board members. The JFHQ-LC G-1 will notify the approved board members and prepare a letter of instructions based on guidance from the Assistant Adjutant General, KSARNG.

6-4. Command Chief Warrant Officer (CCWO) Management Board and Selection.

a. The Command Chief Warrant Officer is a key staff position as advisor to The Adjutant General.

(1) The position vacancy will be announced as an AGR Occasional Tour through HRO.

(2) When the requirement for a new CCWO is identified The Adjutant General will request a board for the purpose of generating nominations for the CCWO position. The Adjutant General is the approving authority for the final selection.

b. The Kansas Army National Guard will conduct a Force Management Board for the purpose of generating an Order of Merit List for nominations for position of Command Chief Warrant Officer. The board will be conducted IAW paragraphs 3-8 through 3-9, of this SOP. A selection board file generated from the official IPERMS record of each eligible Warrant Officer will be the sole basis of evaluation during the board process. As the position is designed and intended to be an AGR tour it is appropriate to limit nominations to tour eligible personnel. This policy is consistent with effective force management practices.

c. The JFHQ-LC G-1 will notify warrant officers in the zone of consideration as outlined in paragraph 6-1 and give them the opportunity to prepare prior to the board. The zone of consideration will be all warrant officers in the grade of CW5 and any CW4 in the KSARNG who:

(1) Will have met TIG requirement for promotion to CW5 by the last day of the month in which the board is held.

(2) Will be able to complete the WO Senior Staff Course once selected, if not already completed.

(3) Can complete three full years of duty as the CCWO

d. The board will be composed of the (President) ATAG - KSARNG, Chief of Staff-Joint Forces Headquarters, the Deputy JFHQ-LC Commander, and two CW5s who are CCWOs from within the ARNG Force Structure. The board will generate a sequence list signed for approval from the board President .

e. The president of the CCWO board will provide the Adjutant General with the complete CCWO sequence list as nominations for the CCWO position.

f. The Adjutant General will then confirm a nominee as the selection for the CCWO position. Appearance interviews with candidates may be requested at The Adjutant General's discretion.

g. The Adjutant General will inform the JFHQ-J1 and JFHQ-KS G1 of the CCWO selection.

(1) The JFHQ-LC G1 will coordinate with the HRO AGR section who will handle all details and issues associated with Full Time Manning.

(2) Upon resolution of issues and confirmation of eligibility from the HRO AGR section the JFHQ-LC G-1 will announce the selection to all KSARNG General Officers, Deputy JFHQ-LC Commander, and Chief of Staff, KSARNG.

(3) The JFHQ-LC G-1 will publish the selection in a Distribution B Memorandum, the Plains Guardian and KKO web site.

Chapter 7 –Selective Retention Boards (SRB)

7-1. Selective Retention Board (SRB). This guidance is applicable to all Title 32 AGR and Traditional Officers. Reference: NGR 635-102, Officers and Warrant Officers Selective Retention, dated Jun 88.

- a. Scope: Annual review of officers with 20 or more years of traditional service and AGRs with less than 18 years Active Service (Not in Sanctuary).
- b. Purpose: Provide recommendations to the TAG regarding officer retention or release from military service.
- c. Criteria: Whole person concept, individual performance.
- d. Specific TAG board guidance will be provided to each SRB board member before the board convenes.
- e. NGB provides specific SRB guidance each year in a circular that will be incorporated in that years' board. All yearly specific guidance will be sent out the officer being considered on that years' board.

APPENDIX A

Board Scoring Criteria

1 TO 6 SCORING CRITERIA

- 6 +/- Absolutely – Exceptional Performance – Very Top of the Pack – Clearly Defined Potential - Definite Select
- 5 +/- Yes – High in the Pack – Clearly Ahead of Contemporaries – Performs Well – Must Select
- 4 +/- Solid Performer – Qualified and Responsible – Fully Deserves Selection – Should Select
- 3 +/- Shows Potential – Inexperienced – Lacks Diverse Assignments – Should Do Better Next Year – Select if There is Room



- 2 +/- Below Center of Pack – Several Minor Weak Areas – Single Major Weakness – Do Not Select – Possible Show Cause
- 1 +/- Bottom of the Pack – Too Many Weaknesses – Do Not Select – Possible Show Cause

INDICATORS

- Military Education and Professional Training
- Job Performance
- Potential
- Experience
- Physical Fitness
- Command Time
- Moral Standards and Integrity
- Assignment History
- Dedication and Attitude
- Judgment
- Civilian Education

Appendix B

OFFICER CAREER GOAL PLANNING TOOL

PURPOSE. To assist the state level Career Managers in assigning officers consistent with their desires and the needs of the commands.

OFFICER FUTURE ASSIGNMENT WORKSHEET					
AUTHORITY: KSNB 600-100-1					
PURPOSE: To provide a vehicle for the officers to indicate his/her preferences					
Part I - MEMBER IDENTIFICATION DATA (MANDATORY)					
NAME (LAST, FIRST, MI)	SSN	GRADE	PMOS	SMOS	AMOS
PART II - SENIOR COMMAND PREFERENCES					
JFHQ	1	235th RTI	6		
35th ID	2	NGB	7		
287th Sus Bde	3	OTHER T-10 TOUR	8		
635th RSG	4	ADOS TOUR	9		
69th Troop Cmd	5	ALL	10		
Enter the number code for the Senior Command. It is not required to fill all 10 preferences.					
PREFERENCE # 1		PREFERENCE # 6			
PREFERENCE # 2		PREFERENCE # 7			
PREFERENCE # 3		PREFERENCE # 8			
PREFERENCE # 4		PREFERENCE # 9			
PREFERENCE # 5		PREFERENCE # 10			
PART III - CAREER FIELD PREFERENCES					
PERSONNEL (S1/G1/J1)	1	STRATEGIC PLANS (J5-7/G5-7)	6		
INTELLIGENCE (S2/G2/J2)	2	COMMAND	7		
PLANS OPS TNG (S3/G3/J3)	3	OTHER	8		
LOGISTICS (S4/G4/J4)	4	ALL	9		
COMMUNICATIONS (S6/G6/J6)	5				
Enter the number code for the career field preference. It is not required to fill all 9 preferences.					
PREFERENCE # 1		PREFERENCE # 6			
PREFERENCE # 2		PREFERENCE # 7			
PREFERENCE # 3		PREFERENCE # 8			
PREFERENCE # 4		PREFERENCE # 9			
PREFERENCE # 5					
PART IV - COMMENTS					
SIGNATURE			DATE		

Appendix C

BIOGRAPHICAL SUMMARY FORMAT

1 October 2010

DOE, JOHN J., 123-45-6789 (Jack)
 Spouse Name: Mary
 Lieutenant Colonel, Ordnance, ARNGUS

Date and Place of Birth: 2 September 1969, Seattle, Washington

Mandatory Removal Date: 31 May 2022

Home Address: 1234 Gentry Blvd., Topeka, Kansas 66611

Home Telephone: (999) 555-1234

Present Assignment: Commander, 169th Corps Service and Support Battalion, Kansas Army National Guard, Olathe, Kansas 66701

Unit Telephone: (999) 555-1532

Civilian Occupation: Human Resource Specialist, Winchell Enterprises, Beloit, Kansas

Business Telephone: (999) 555-9865

Enlisted Service: Over 4 years

Source and Date of Commission: ROTC (Distinguished Graduate), 21 May 1994

Years of Active Commissioned Service: Over 16 years

Total Years of Service: Over 20 years

Military Schools Attended

	Year Completed
Ordnance School, Officer Basic Course	1994
Ordnance Officer Advance Course (Honor Graduate)	1997
Combined Arms Service Staff School	1999
Command & General Staff College	2002
Multi-functional Combat Service Support Course	2005
Human Resources Qualification Course	2009

Civilian Education

	Degrees Received
High School, Ayer, Massachusetts	Graduated 1990
Chaminade University, Honolulu, Hawaii	BA (Biology)
La Verne University, La Verne, California	MA (Management)

BIOGRAPHICAL SUMMARY
Continued

U.S. Decorations/Badges

Bronze Star Medal
 Meritorious Service Medal
 Army Commendation Medal w/2OLC
 Army Achievement Medal w/2OLC
 Army Reserve Components Achievement Medal

U.S. Decorations/Badges Continued

Air Force Commendation Medal
 Global War on Terrorism Service Medal
 Global War on Terrorism Expeditionary Medal
 National Defense Service Medal
 Army Service Ribbon
 Army Overseas Service Ribbon
 Army Reserve Components Overseas Training Ribbon

Chronological List of Appointments

Second Lieutenant	ARNGUS	21 May 1994
First Lieutenant	ARNGUS	21 May 1997
Captain	ARNGUS	08 Sep 1999
Major	ARNGUS	31 Jan 2005
Lieutenant Colonel	ARNGUS	13 Feb 2010

Chronological Record of Duty Assignments**ACTIVE DUTY**

	From	To
Student, OD School, Aberdeen Proving Ground, MD	Jul 1994	Nov 1994

ARNG – Not on Active Duty

Platoon Leader, 995th Maintenance Company (DS)	Dec 1994	Apr 1995
Platoon Leader, 714th Maintenance Company (DS)	May 1995	Apr 1997
Shop Officer, 714th Maintenance Company (DS)	May 1997	Apr 1998
Motor/Rail Transportation Officer, 174 th CSB	May 1998	Jan 1999
Commander, 170th Maintenance Company (GS)	Feb 1999	Jan 2002
S-4, 174 th OD (Maint) BN	Feb 2002	Jul 2004
Maintenance Operations Officer, 174 th OD (Maint) BN	Aug 2004	Sep 2006
Executive Officer, 174 th OD (Maint) BN	Oct 2006	Sep 2008
S-4, 635 th Regional Support Group	Oct 2008	Apr 2009

ACTIVE DUTY

Commander, 169th Corp Support and Services Battalion	May 2009	Jul 2010
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ARNG – Not on Active Duty

Commander, 169th Corp Support and Services Battalion	Aug 2010	Present
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