Kansas Army National Guard
Standard Operating Procedure 600-100-1

Personnel – Officer and Warrant Officer

Commissioned Officer and Warrant Officer Career Management Program

Adjutant General's Department
Headquarters, Kansas Army National Guard
Topeka, Kansas
15 April 2021

UNCLASSIFIED

SUMMARY OF CHANGE

KSARNG 600-100-1 SOP 2021
Officer and Warrant Officer Career Management Program

This revision, dated 15 April 2021

- Updates References to Publications and Forms (Throughout)
- Added Enterprise Marketing & Behavioral Economics FA (58) to Operations Support Division (CH 2-1.b.(1))
- Removed Electronic Warfare FA (29) from Information Dominance Division (FA 29 was rescinded effective October 2018) (CH 2-1.d)
- Added SSC MSO information (CH 2-2.b.5)
- Clarifies requirement for Commander KSARNG Medical Detachment, KSARNG Senior TJAG, and KSARNG Senior Chaplain to brief specialty branch officer assignments in conjunction with the LDAP (CH 2-3.c)
- Specifies requirement to submit Officer Personnel Action Requests using the IPPS-A Customer Relations Management Ticket System with IPPS-A (CH 2-4)
- Clarifies the authority of The Adjutant General and the LDAP to re-branch an officer without their consent (CH 3-2)
- Adds responsibility for OPM to prepare annual accession and branching mission (CH 3-3.k.2a-b)
- Adds details and branch detailing to branch assignment process (CH 3-3.1.2.b-c)
- Modifies battalion command assignment consideration timeline (CH 3-6.i.(1)(a)(ii))
- Changes timeline for officer assignment projections by MSCs (CH 3-6.j)
- Adds annual suspense for T10 officers requesting consideration by the NGB Command Leadership Program (CH 3-6.k(4))
- Revises Chapter 4 Promotions
    - -CH 4-2.a: Updates language and policy for streamlined promotions
    - -CH 4-2.b: Updates language and further defines BZ promotions and approval authority for DCoS-A to allow FRB to reconsider officer within 120 days of board
    - -CH 4-4.c(2): Clarifies AGR DA Promotion Board Selection Delay
    - -CH 4-4.h: Requires Specialty Branch Promotion to be published IAW LDAP cycle
    - -CH 4-5.a: Adds languages and defines method of Warrant Officer promotions
    - -Table 4-3: Updates policy on appointment and promotion to CW2 for enlisted personnel in the grade of E7
    - -Table 4-4: Updates language based on new policy
    - -CH 4-5.b: Updates CW5 Selection Board Procedures
    - -CH 4-5.c: Adds section on Warrant Officer Civilian Education Requirements
- Adds requirement to submit joint discretionary points into Joint Qualification System within 12 months of experience completion (CH 5-2.a)
- Removes references and requirements for DA Photos as part of KSARNG Board processes
- Updates Enclosure A Sample Memorandum to the President of the Board
- Updates Enclosure B Soldier Records Validation Memo
- Updates Enclosure C Officer Career Goal Planning Tool
- Updates Enclosure D Board Word Picture Scoring

Adjutant General's Department
Headquarters, Kansas Army National Guard
Topeka, Kansas 66611-1287
15 April 2021

KS SOP 600-100-1

Effective Date: 15 April 2021

Personnel – General

Commissioned Officer and Warrant Officer Career Management Program

By Order of the Commander,
KSARNG

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

Summary. This publication establishes policies and procedures for Kansas Army National Guard (KSARNG) Officer and Warrant Officer personnel management in accordance with Department of the Army and National Guard Bureau regulations and policies.

Suggested improvements. The proponent of this publication is the KSARNG Director of Personnel (DOP). Users are invited to send comments and suggested improvements to The Adjutant General's Department, ATTN: DOP, HQ, KSARNG, 2722 SW Topeka Blvd, Topeka, KS 66611-1287

Distribution: B

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Chapter 1
Introduction

1-1. Senior Leadership Philosophy

a. KSANRG Officers should plan for a career that includes continuous learning and training along with challenging assignments aligned with the three pillars of leader development: **education, training, and experience**. They should also plan on service to the organization and not a set timeline or customary career path to their Mandatory Removal Date (MRD). This expectation allows officers to serve in a variety of ways and to lead Soldiers while operating at the national and state level as well as on state and federal missions. There is no greater responsibility than a balanced, systematic process that accesses capable officers, develops them for current requirements, and assigns them as future leaders.

b. Officer growth and development is managed by commanders at all levels. The KSARNG requires well-qualified, seasoned officers in every branch and rank. The KSARNG officer career management process is the means by which officers are measured against each other for assignment in challenging positions of greater responsibility and entrusted with leading organizational change.

c. Leaders set the standard for integrity and character, are confident and competent decision-makers in uncertain situations, prudent risk takers, innovative, empathetic, positive, professionally educated, and dedicated to life-long learning. Successful officers in the KSARNG apply these characteristics to lead change while maintaining a high level of energy and physical fitness.

d. KSARNG officers should not expect to take a “customary” career path. While 18 to 24 months in key positions has traditionally been optimal, performance and demonstrated potential in these positions is what is important. Selection for and performance in command and other key developmental (KD) assignments as a Captain (CPT), Major (MAJ), and Lieutenant Colonel (LTC) should be valued. The same is true for AGR officers that have been selected to serve in Battalion (BN) and Brigade (BDE) Administrative Officer (AO) positions. Assignments in multiple Major Subordinate Commands (MSC), to include quality experience at the division level (within the KSARNG and our total force partners) is optimal in an officer’s career prior to promotion to Colonel (COL).

1-2. References. Required and related publications and prescribed and referenced forms are listed in appendix A.

1-3. Responsibilities

a. The Deputy Chief of Staff-Army (DCoS-A) serves as the senior Army policy official for the Army officer and warrant officer career management program and provides Army supervision for policy formulation, procedures, goals, architecture, and standards.

b. The Judge Advocate General (TJAG), on request, reviews the KSARNG career management program to verify the legality of proposed changes and inquiries.

1-4. General

a. This SOP provides specific guidance and information on the KSARNG Officer Career Management Program. The intent is to provide policy and guidance for program management to commanders, personnel managers at all levels, supervisors and soldiers.

b. This SOP describes a system of Officer Career Management based on the placement of “best qualified” officers to meet the force structure requirements. Best qualified officers are determined annually through the career management board process.

c. 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)/Army Combat Fitness Test (ACFT), periodic health assessment (PHA) and TIG requirements.

d. Recommended changes to this SOP are forwarded to the DOP, KSARNG.

1-5. Applicability. This regulation applies to commissioned officers and warrant officers in the Kansas Army National Guard including Title 10 (T10) and Title 32 (T32) AGR officers and any field grade officers requesting appointment into the KSARNG. This SOP does not apply to general officer grades.

Chapter 2
Officer Personnel Management

2-1. Officer Personnel Management

The KSARNG manages officers through categories and groups with similar functions to facilitate the development of officer functional competencies required on the future battlefield. The design is not intended to reflect where officers serve on the battlefield, but to align the functions and skills required. The four functional categories and associated functional groups are:

a. Operations Division (OD). This functional category gathers maneuver branches and functional areas (FA) that have similar battlefield application or complementary roles. This grouping is comprised of the following functional groups, with the branches and FAs listed:

(1) Air Defense Artillery (14)

(2) Armor (19)

(3) Aviation (15)

(4) Chemical (74)

(5) Civil Affairs (38)

(6) Corps of Engineers (12)

(7) Field Artillery (13)

(8) Infantry (11)

(9) Military Police (31)

(10) Psychological Operations (37)

(11) Special Forces (18)

b. Operations Support Division (OSD): This functional category gathers two currently existing branches, Military Intelligence and Signal, with FAs that have similar battlefield applications or complementary roles. Also included in this functional category are the functions associated with force training, development and education that design, build, and train the force. The category is comprised of the following:

(1) Enterprise Marketing & Behavioral Economics FA (58)

(2) Force Management FA (50)

(3) Foreign Area Officer FA (48) (Active Component only)

(4) Information Networks Engineering FA (26)

(5) Military Intelligence (35)

(6) Nuclear and Counter proliferation FA (52)

(7) Operations Research/Systems Analysis FA (49)

(8) Public Affairs FA (46)

(9) Signal Corps (25)

(10) Simulation Operations FA (57)

(11) Space Operations FA (40)

(12) Strategic Intelligence FA (34)

(13) Strategist FA (59)

(14) United States Military Academy Professor FA (47)

c. Force Sustainment Division (FSD): This functional category includes an integrated Logistics Corps as well as the branches and FAs associated with resource and Soldier support functions. A part of force sustainment but separately managed are the AMEDD, Chaplain, and JAG Corps:

(1) Adjutant General (42)

(2) Army Acquisition Corps (51)

(3) Financial Management (36)

(4) Logistics Corps: Ordnance (91), Transportation (88), Quartermaster (92), Logistics (90)

(5) Special Branches: Army Medical Department (AMEDD) (Medical Corps [MC], Nurse Corps [AN], Dental Corps [DC], Veterinary Corps [VC], Medical Service Corps [MS], Medical Specialist Corps [SP]); Chaplain [CH] (56); Judge Advocate General [JAG] (27).

d. Information Dominance Division (IDD): This functional category gathers two currently existing FAs that have similar battlefield tasks or complementary functions along with the creation of a new branch.

(1) Cyber (17)

(2) Information Operations FA (30)

2-2. Officer Career Management Cycle

The KSARNG Career Management Cycle begins during the 1st Quarter (QTR) of each fiscal year. This cycle is divided into three separate and distinct phases designed to manage promotions, key developmental assignments, broadening assignments and competitive school selections.

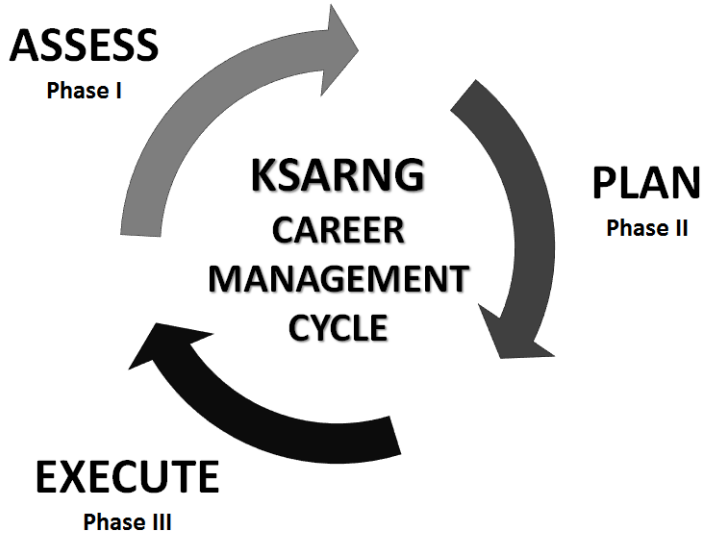


Figure 2-1 KSARNG Commission Officer and Warrant Officer Career Cycle

a. **Assess** – The Assess phase begins 1st QTR and continues into the 2nd QTR of each FY by way of the KSARNG board process. The KSARNG Board Process consists of the Selective Retention Board (SRB), the Active Service Management Board (ASMB) and the Officer Career Management Board (OCMB). Results from the SRB and ASMB are used to determine officers not to be considered by the OCMB for slating. In addition, all officers who have a retirement request packet submitted to OPM prior to

the OCMB will not be boarded. The packet must be IAW the KSARNG IPPS-A Desk Reference Guide and accepted via the IPPS-A CRM Ticket process to be considered valid.

(1) SRB – The KSARNG annual SRB will be conducted in accordance with (IAW) National Guard Regulation (NGR) 635-102 (2018) and applies to all traditional Army National Guard (ARNG) officers and warrant officers including military technicians.

(2) ASMB – The KSARNG Annual ASMB will be conducted IAW Life Cycle Management (LCM) guidance and is applicable to T32 AGR officers with 20 or more years of qualifying service, and/or 18 or more years of active service (AS), and COLs, LTCs, CW5s, CSM/SGMs, and 1SG/MSG regardless of active service. The ASMB is coordinated and managed by the Human Resources Office (HRO).

(3) OCMB – The KSARNG OCMB will be conducted IAW with the slating board process discussed in Ch 4-3 of this SOP.

b. **Plan** – The Plan phase begins during 2nd QTR and continues through the 3rd QTR of each FY. During this phase, the KSARNG conducts its assignment and promotion selection process. Upon receipt of the results generated by the OCMBs, Leader Development Assignment Panels (LDAP) convene to develop slating rosters, discuss vacancies and potential assignments and make selections to fill current and projected vacancies. This process encompasses the assignments at the company and field grade levels and generates the following outputs:

(1) Promotion Selection List

(2) Command Selection List

(3) Next FY Assignments List

(4) Academic Year School Nominations (Army Command and General Staff College [CGSOC], Joint Professional Military Education [JPME], Dual Status Commander courses, etc.)

NOTE: To be considered for resident CGSOC, Majors will not have more than two years TIG at the time of packet suspense to NGB. Exceptions to this policy will be submitted through the chain of command to ATAG for consideration. Captains must have a State promotion order with an effective date of promotion to Major on or prior to the LDAP convening date to be considered eligible.

(5) The KSARNG holds a Senior Service College (SSC) board each year in accordance with the National Guard Bureau (NGB) published guidance. All shortfall seat opportunities are managed by NGB and offered to states IAW their published guidance. Officers completing SSC will incur a 2-year military service obligation (MSO) with the KSARNG which begins upon course completion. The KSARNG will not consider an officer for an inter-state, inter-service, or inter-component transfer during the 2-year MSO with the exception of assignments in support of the Division Alignment for Training Model.

c. **Execute** – The Execute phase begins in the 3rd QTR and continues through 4th QTR of each FY. During this phase, officers selected for promotion are assigned IAW the selected position; assignment lists are published to facilitate future planning, and units update accordingly. The LDAPs reconvene to further refine and validate the items generated from the “Plan Phase;” LDAPs determine any final adjustments to the FY assignments as required or are determined to be “out of cycle” (i.e. retirements, resignations, or transfers [ISTs, transfers to USAR, etc.]).

d. Leader Development Assignment Panels are outlined in Table 2-1 and convene two times per FY (2nd and 4th QTRs).

2-3. KSARNG Assignments process

a. Commanders of the Major Subordinate Commands (MSCs) designate a Point of Contact for officer management/assignments. Under current force structure this includes:

(1) 35th Infantry Division

(2) 69th Troop Command

(3) 130th Field Artillery Brigade

(4) 235th Regiment

(5) 635th Regional Support Group

Table 2-1

COMPANY GRADE LEADER DEVELOPMENT ASSIGNMENT PANEL MEMBERSHIP	
President:	DCoS-A, KSARNG
Member:	CoS, 35th Infantry Division
Member:	BN Commanders
Member:	BDE Administrative Officers (AOs)
Member:	Deputy CDR , KSARNG Medical Detachment
Non-Voting Member:	G1, KSARNG (or Deputy)
Non-Voting Member:	G3, KSARNG (or Deputy)
Non-Voting Member:	G4, KSARNG (or Deputy)
Non-Voting Member:	Military Intelligence Senior Branch Mentor
Non-Voting Member:	Signal Corps Senior Branch Mentor
Admin:	OPM Representatives
Admin:	HRO Representative

Table 2-2

FIELD GRADE LEADER DEVELOPMENT ASSIGNMENT PANEL MEMBERSHIP	
President:	Commander, KSARNG
Member:	CoS, KSNG (If Army Officer)
Member:	DCoS-A, KSARNG
Member:	DCG (KS) 35th Division (CoS if DCG is non-KS officer)
Member:	BDE Commanders
Member:	Commander, KSARNG Medical Detachment
Non-Voting Member:	G1, KSARNG
Non-Voting Member:	G3, KSARNG
Non-Voting Member:	G4, KSARNG
Non-Voting Member:	G6, KSARNG
Non-Voting Member:	SAAO, KSARNG
Non-Voting Member:	DPW, KSARNG
Non-Voting Member:	State Surgeon, KSARNG
Admin:	OPM Representatives
Admin:	HRO Representative

b. Officer assignments are managed utilizing the results of the company grade and field grade OCMBs with input from company grade and field grade Leader Development Assignment Panels. LDAPs

convene twice a year to determine future assignments for the current and next fiscal year. Priority of fill follows these general guidelines, but is ultimately based on projected vacancies, readiness and the needs of the organization:

(1) Modified Table of Organization and Equipment (MTOE) units (readiness and/or force management purposes)

(2) 235th Regiment (accreditation purposes)

(3) All other Table of Distribution and Allowances (TDA) elements

c. Specialty Branch Assignments – All AMEDD assignments are actioned IAW DA Pam 600-4 (2018) and Army National Guard (ARNG) AMEDD Officer Personnel Management Guidance. The Commander, KSARNG Medical Detachment, is responsible for assisting the KSARNG DOP with the assignment process. KSARNG TJAG determines assignment selection for JAG officers and assists the KSARNG DOP with the assignment process of JAG officers. KSARNG Senior Chaplain determines assignment selection for CH officers and assists the KSARNG DOP with the assignment process of CH officers. The Commander KSARNG Medical Detachment, the KSARNG TJAG, and the KSARNG Senior Chaplain provide their recommended officer assignments to the Officer Personnel Manager twice a year in conjunction with the LDAP. Specialty Branch Assignments are briefed during the LDAP for final approval by the ATAG.

2-4. Officer Actions – Requested through the MSC to the Officer Personnel Manager (OPM) utilizing the applicable OPM Checklist. All requests will be submitted using the Customer Relations Management Ticket System with IPPS-A.

a. Inter-state Transfers (IST) – ISTs are initiated by the officer through the MSC to the IST coordinator and processed by the officer personnel section. Officers wishing to IST coordinate through their chain of command and ensure all items on the appropriate checklist are completed to ensure timely processing of the request.

b. Intra-state Transfers – Transfers within the state are initiated by the MSC using the IPPS-A Customer Relations Management Ticket process IAW the results of the assignment selection lists generated by the LDAP. Any out-of-cycle moves are actioned by written request from the CoC, through the OPM, to the DCoS-A. Key to the success of these assignments is the forecasting by MSCs in preparation for the LDAP process selection.

c. Resignation – Soldiers desiring to resign their commission must do so in writing via memorandum through their chain of command to the Adjutant General. Resignations are actioned by the MSC and processed by the officer personnel section for separation orders and withdrawal of federal recognition.

d. Retirement – Soldiers desiring to retire must do so in writing via memorandum through the chain of command to the Adjutant General. Retirements are actioned by the MSC and processed by the officer personnel section for retirement orders and transfer to the retired reserves.

e. Specialty Requests (outlined below):

(1) Extension beyond MRD – Requests for Extension beyond MRD for age, years of commissioned service or AFS are requested through MSCs and considered by Deputy Chief of Staff-Army (DCoS-A) and Commander, KSARNG for submission to NGB for approval. Requests approved at the state level are forwarded to ARNG-Personnel and Readiness division (HRH) for final determination.

(2) Branch Transfer Request – Branch transfers are requested through OPM and actioned IAW NGR 600-100 (2020). Requests are considered during each year's LDAP to ensure leader visibility as well as future assignment consideration.

(3) Functional Area (FA) Designation – FA designation requests are actioned IAW the annual LDAP cycle. Requests for FA designation are considered during each year's LDAP to ensure leader visibility as well as future assignment consideration. Officers must recognize the limited number of FA assignments within the KSARNG and how that may impact the officer's career.

Chapter 3
Officer Career Management

3-1. Officer Career Management

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. Purpose: 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 state's force structure. This process allows as many officers as possible to advance through qualifying positions so that the state has access to the largest possible number of experienced officers.

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

(1) Civilian Education: Leaders counsel subordinates as to their responsibility for completing mandatory education within established time frames. Commanders encourage and advise on continued civilian education opportunities via individual initiative, tuition assistance, Military Education equivalency, and trade schools.

(2) Military Education: Leaders counsel subordinates in regards to the completion of mandatory military education requirements for the officer's current grade as well as advise them on the requirements for selection to the next higher grade.

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

3-2. Branch Transfers

Branch transfer requests can be initiated by and with the consent of the officer concerned, or without the consent of the officer concerned, and actioned with the authority of the Adjutant General, based on the recommendation of the appropriate LDAP and concurrence from the OPM. In some situations, the LDAP may recommend a branch transfer for the betterment of the KSARNG as well as the officer. Proponent approval is obtained via submission of a Branch Transfer Predetermination Request via E-Tracker to ARNG-HRH-O.

a. The role of the OPM in branch transfers is to manage assignments within the KSARNG and to properly assign officers by qualification, grade, and Area of Concentration (AOC) / FA that match the duty position requested.

b. Valid reasons for a branch transfer to occur:

(1) There are no qualified officers available to fill a vacancy

(2) To meet state needs and long term career development

(3) Changes in officer's physical profile restrict serving in current branch

(4) Change in force structure requiring new branch and AOC

c. Standards for AOC and branch qualification can be found in both **DA PAM 611-21 (https://www.milsuite.mil/book/groups/smartbookdapam611-21/) and DA Pam 600-3 (https://www.milsuite.mil/book/groups/smartbook-DA-PAM-600-3).**

d. On a case-by-case basis the DOP may request pre-determination through NGB (ARNG-HRH-O) to the proponent of the branch to which the officer is being transferred, prior to assigning an officer to a branch qualifying position unless there is published guidance stating otherwise.

3-3. Appointments – Procedures for processing commissioned Officers for appointment. This includes:

a. National Guard Officers from another state (Interstate Transfer - IST) [Same Grade and Branch].

b. Army Reserve (USAR) Officers in active status or in the Individual Ready Reserve (IRR) [Same Grade and Branch].

c. Reserve Officer Training Corps (ROTC) Officers.

d. Reappointment of Basic Branch Officers.

e. Active Duty (AD), USAR on AD, and Regular Army (RA) Officers [Same Grade and Branch].

f. Appointment of Officers from another component (i.e. US Navy, US Air Force, etc).

g. Direct Appointments.

h. Early Commissioning Program Appointments.

i. State Officer Candidate School (OCS) / Accelerated OCS Program Candidates / Federal OCS

j. AMEDD officer accessions are actioned IAW NGBs AMEDD Officer Personnel Management Guidance.

k. Responsibilities:

(1) Recruiting and Retention - Officer Strength Manager (OSM):

(a) Responsible for completion of all packets appointment/accession packets

(b) Track prospective officer accessions

(c) Locate positions for applicants in coordination with MSC Personnel/Administrative Manager(s) (S1) and OPM

(d) Coordinate with the applicants to complete appointment packets

(e) Inform applicants they **CANNOT PERFORM DUTY UNTIL PACKET HAS BEEN APPROVED BY OPM AND APPOINTMENT ORDERS HAVE BEEN ISSUED,** except as noted in 3-3k(5)

(f) Coordinate with OPM on accession issues, determination of appointment type, and packet items. Submit correct and complete packets to OPM for appointment by the appropriate suspense date

(g) Ensure that any prior enlisted SM being appointed to the full time program has a *Request for Personnel Action* (Standard Form [SF] 52, 1993) created for the position they are to fill is forwarded by OPM to HRO for orders production

(h) Coordinate with the KSARNG incentives manager to determine if any bonuses apply toward the accession

(i) Complete and process all required accessions waivers

(2) Officer Personnel Manager (OPM):

(a) Prepare annual officer accession goal based on NGB annual End Strength Objective and Accession mission and historical separation trends

(b) Prepare annual assessment of branch strength based on MTOE and TDA authorization to determine accession branching objectives

(c) Coordinate with Recruiting and Retention (R&R) BN Commander to determine accession type and that the applicant meets the qualifications for appointment

(d) Coordinate with R&R BN Commander on any packet issues that may hinder or delay appointment

(e) Produce memorandum if officer isn't selected for accession into the KSARNG to be given to

R&R for distribution

(f) Accept complete and correct packets for appointment from MSCs and R&R. Only complete and correct packets are accepted for the appointment process (i.e., state appointment order or Federal Recognition Board)

(g) Send appropriate documentation to HRO for appointment of full time former enlisted Soldiers for proper annotation in all pay systems

l. Considerations: The following issues should be taken under consideration prior to acceptance of an applicant into the Kansas Army National Guard:

(1) TIG: The applicant's time in grade should be taken into consideration when contemplating appointment. Officers who are senior in grade may be under DA Promotion Board consideration or already selected or non-selected for promotion. This impacts how long an officer may serve in the prospective position prior to consideration for a higher graded position. Promotion consideration table for reserve Officers is outlined in Table 3-1.

Table 3-1
Time in Grade for Reserve Officers

Promote to	Minimum TIG	DA Consideration +
1LT	18 months	*
CPT	2 Years	**
MAJ	4 Years	**
LTC	4 Years	**
COL	3 Years	**

+ *Active duty Officers not selected for promotion may be considered for appointment into the Kansas Army National Guard.* ***Approval from the NGB is required for any Active Duty Officer twice non- selected for promotion.***

***** *A 2LT not qualified at 18 months may be extended up to 18 additional months, but only with approval from NGB. If still not qualified at 36 months, Officer* ***will*** *be separated.*

****** *Announced annually. Normal TIG is 4-6 years, subject to the needs of the Army*

(2) Branch.

(a) Branch Qualification. Officers, other than initial appointments, are placed into positions in which they are qualified. KSARNG makes every effort to fill positions with qualified officers but for force management reasons may assign officers for broadening opportunities.

(b) Branch Assignment. Every effort will be made to assign officers to a branch of their choice when they are accessed into the KSARNG. However, needs of the organization based on overall officer strength and individual branch strength will be used to determine an officers branch. The OSM and OPM will ensure all commissioning sources can compete equitability for branching opportunities in the KSARNG.

(i) ROTC Graduates. Soldiers appointing as officers through ROTC are assigned branches IAW their class OML, “wish list”, and needs of the organization. Priority for branching may be given to ROTC candidates as an incentive to access into the KSARNG.

(ii) OCS Graduates. Soldiers appointing as officers through the KSARNG State OCS program are assigned branches IAW their class slating. The top 50% of the graduating class will be given their branch of choice within their home MSC unless that MSC does not have their branch. The bottom 50% of the class will be assigned a branch based on needs of the organization.

(c) Branch Detailing. In order to balance career satisfaction (wants of the officer) and needs of

the organization (individual branch strength), Cadets and Candidates accessing in the KSARNG may be offered the option of Branch Detailing. Branch Detailing gives the officer an opportunity to serve in one branch during the first four to six years of their career, then transfer to a different branch of functional area for the remainder of their career based on the requirements below.

(i) The Cadet/Candidate is requesting a branch in which there is limited career potential past O3 and that branch has exceeded required strength objectives. This is determined on an annual basis by the OPM.

(ii) Is agreed to in writing by the Cadet/Candidate and the DOP using a Memorandum of Agreement IAW AR 25-50. The agreement will be placed in the Cadet/Candidates Official Military Personnel File. The agreement will list the detail branch (the branch the Cadet/Candidate will be accessed in) and the control branch (the branch/functional area the Cadet/Candidate will transition to) as well as criteria that would invalidate the agreement such as force structure changes, ineligibility of the officer, needs of the organization, etc.

(iii) Based on current force structure, AR, IN, MS, MI, SC, MP, and CM will not be considered for control branches when entering into a Branch Detail agreement with a Cadet/Candidate.

(3) ROTC Early Commissioning Program (ECP). ECPs from the ROTC program require completion of the letters of acceptance found in Figure 12-1 and Figure 12-2, NGR 600-100 (2020). ECPs may have an active duty obligation that requires the Officer to leave National Guard service upon completion of their college degree and attendance at Basic Officer Leadership Course (BOLC) Phases II & III.

(4) Field Grade Officers. Field Grade Officers (MAJ and above) require approval from the DOP and the MSC Commander prior to accession into the KSARNG. The officer's file is immediately considered by the next scheduled meeting of the field grade LDAP to ensure assignment consideration is in the best interest of the officer, other officers, and the organization. Initial coordination is with the OSM. Following review of the officer's records, if the MSC Command wishes to accept a field grade Officer, a written request must be submitted through the MSC Commander to the DOP for approval. The OSM coordinates the request with the OPM office. Officers approved for appointment must appear before the monthly Federal Recognition Board (FRB). The MSC Commander or Chief of Staff (35ID) endorses the letter of acceptance for submission in the accession packet. If approved, the officer is accessed into the KSARNG in the para/lin provided by the MSC.

(5) Performance of Duty. **Applicants will not perform any duty with the gaining unit (unless by coordinated Split Unit Training Assembly (SUTA) with the losing organization) until OPM confirms that the Soldier has been loaded with IPPS-A).** Applicants requiring a FRB will not perform duty until after approved FRB results are received by OPM. **Units should not plan to have applicants perform Annual Training (AT) unless OPM has received and approved the packet 30 days prior to the start of AT**. Exceptions to this policy require approval from the DOP.

m. Packet Guidelines:

(1) Packets are completed using standardized checklists provided by the officer personnel section appropriate for the applicant's status.

(2) Packets contain ALL applicable items required from the checklist. The checklists are developed from the requirements for appointment required by NGB or by a FRB.

(3) The applicant is responsible for providing all checklist requirements. Assistance is provided by the OSM, as appropriate.

(4) To assist in determining status of Active Duty Officers, refer to DD Form 214, Block #2, Department, Component, Branch and Block #23, Type of Separation. Block #2 states either USAR on AD, or Army – RA.

(5) Officer and warrant officer appointments in the Kansas Army National Guard are subject to both state and federal regulations and are processed IAW NGR 600-100 (2020) or NGR 600-101 (2018).

(6) Federal recognition - In order for an officer to be concurrently appointed as a Reserve officer

of the Army, the State action must be federally recognized. Federal recognition is the process which ensures that officers appointed by the States meet the qualifications required for service in the Federal armed forces.

n. Temporary Federal recognition

(1) Temporary Federal recognition may be extended to an officer who has been found qualified by a FRB for appointment in the ARNG of a State, pending receipt of permanent Federal recognition and appointment as a Reserve officer of the Army. Temporary Federal recognition may be withdrawn when necessary at any time. Unless sooner withdrawn or official orders issued granting permanent Federal recognition, temporary Federal recognition automatically terminates six months after the effective date of the State appointment (Title 32, United States Code [USC] Section [§] 308). However, should the initial period of temporary Federal recognition expire due to administrative processing delays, through no fault of the applicant, a subsequent Federal Recognition Board must be convened to consider granting another six months period of temporary Federal recognition.

(2) Temporary Federal recognition is not applicable to the following:

(a) Army Reserve warrant officers in the same grade and MOS

(b) ARNG warrant officers transferring between States in the same grade and MOS

(c) Field Grade officers

3-4. Counseling

n. The best discussion of leadership and counseling can be found in Army Doctrine Reference Publication (ADP) 6-22 (2019) and Army Techniques Publication (ATP) 6-22.1 (2014). 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.

(1) The principal focus of counseling is 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.

(2) The primary tool for professional development is the proper use of the *Officer Evaluation Support Form* (DA Form 67-10-1A, 2019), located in the Evaluation Entry System (EES), as the rater and the rated officer develop performance expectations for the rated officer. Counseling sessions are 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 ensure this counseling is meaningful.

(3) Quarterly counseling plays a significant role in the leader development process. Throughout the KSARNG Career Management Process, Soldiers and their raters have multiple opportunities to address strengths and weakness as they prepare for the annual slating board. Soldiers and leaders ensure counseling(s) are consistent with ATP 6-22.1.

(4) Officer Evaluation Report (OER) – OERs are completed IAW AR 623-3, 2019 and DA PAM 623-3, 2019. Army evaluation reports are independent assessments of how well the rated Soldier met duty requirements and adhered to the professional standards of the Army's Officer Corps within the period covered by the report. OERs are processed and profiled by HQDA and iPERM'd with electronically generated labels indicating the ratings have been profiled. Rating Chains will make every effort to complete evaluations within the timeline provided in AR 623-3 ensuring the officer's file is current and up-to-date.

3-5. Mentorship

a. Commanders at all levels are responsible for providing mentorship to their subordinates. This is best accomplished through the timely and complete execution of the current officer evaluation system and through unit S1/G1 personnel record management. The KSARNG is committed to the development of each officer and facilitates the developmental process by providing Senior Branch Mentors to each branch within the KSARNG force structure. A list of current Senior Branch Mentors is available by contacting the OPM.

b. Commanders, branch advisors and individual officers are all encouraged to make use of the Army Career Tracker (ACT) to facilitate effective communication and dialogue. The ACT website can be found at https://actnow.army.mil. This web based tool enables the individual Officer to identify their individual career goals and the leaders and mentors to view that Officer's career development plan and offer advice and mentorship.

3-6. Assignments/Reassignments

a. The primary goal of the assignment process is to place the right officer in the right job at the right time, while developing the officer through a series of more demanding and enhancing duty positions. All assignment decisions need to be fair and equitable, while meeting the needs of the commander and looking to the future in regards to the development of the individual officer and the organization.

b. KSARNG officers benefit from a series of progressive duty positions of increasing responsibility and complexity to mature into seasoned leaders. Assignments are generated from the LDAP using the results from the annual OCMB. Assignments are actioned IAW the assignments list published annually in 3rd QTR of and 4th QTR (if required) of each FY.

c. Officer personnel managers (OPM) help shape the force management posture in the state by advising leadership on force structure requirements and utilization of the available population of officers at their disposal. OPM works in conjunction with the DOP, Deputy G1 and MSC S1 personnel to ensure appropriate assignments for officer development.

d. The primary factors influencing an officer's assignment are:

(1) Requirements (Grade, AOC, and military education level)

(2) Demonstrated capabilities and potential of the officer

(3) Professional development needs of the officer

(4) Personal preferences

e. Assignment Policies - IAW Chapter 4, NGR 600-100 (2020), the officer must become qualified and branch transfer within 18 months of assignment, a waiver may be obtained up to 24 months with TAG approval. Officers assigned for broadening opportunities are not required to seek branch qualification. The LDAP makes every effort to select officers for assignment in such a way to facilitate and sustain the unit readiness of the KSARNG.

f. Attachments/Detailing – The KSARNG supports attaching Soldiers to units for the purpose of unit readiness, training and career development. With respect to USR reporting, some soldiers may be attached rather than reassigned ensuring unit stability prior to available year. Such action requires monitoring by both organizations to ensure proper accountability of the officer for training and pay purposes.

g. Procedures – Officer assignments are generated through the LDAP process and are managed by the OPM. Transfers are initiated at the lowest level using the IPPS-A CRM Ticket system and published for action by the OPM. The OPM verifies all actions, ensure evaluations are addressed, and ensures an officer will not be negatively impacted by reassignment.

h. Assignment Opportunities

(1) Table of Organization and Equipment (TOE)/MTOE – Assignment to a TOE/MTOE unit is the top priority for the KSARNG to ensure the highest strength numbers and readiness rates for those units.

NOTE: 35th ID primary warfighter leader (G-Staff) assignments are selected IAW the Division Council Memorandum of Agreement. The field grade LDAP nominates KSARNG officers to compete for these assignments early enough to ensure non-selects are not negatively impacted by non-selection.

(2) TDA – Officers assigned to a TDA unit may be transferred to a TOE/MTOE unit and attached back to a TDA for readiness purposes (refer to 3-5 e.)

(3) Title 32 – Traditional Guardsmen may apply for Title 32 One Time Occasional Tour

(OTOT)/Active Duty Operational Support (ADOS) positions within the KSARNG. Officers selected to fill T32 OTOT/ADOS positions are generally not eligible for promotion while on an OTOT order due to controlled grade limitations (promotions to 1LT and CPT are excepted as controlled grades are not required). As AGR promotions to MAJ through COL are managed by the CoS, KSNG, any exceptions to this policy regarding promotion of OTOT/ADOS officers that require a controlled grade will be addressed through the CoS, KSNG for approval.

(4) Title 10 – Officers may pursue T10 opportunities, but the KSARNG does not have authority to assign officers to these positions. T10 opportunities may be accommodated by:

(a) OTOT/ADOS – Officers may apply for T10 opportunities through the Tour of Duty (TOD) program managed by the KSARNG Mobilization Readiness Officer (MRO). This process facilitates unit approval through the DOP, DCoS-A, ATAG and TAG. A TAG release memorandum is provided to TOD prior to orders generation.

(b) T10/T32 Swap – AGR officers may apply for a swap with NGB. IAW PPOM 17-015 the TAG, or delegated authority, may also direct or require a T32 AGR officer to complete a swap as a NGB professional development (PD) tour. This program, voluntary or directed, is managed by the OPM with cooperation by KSARNG HRO and NGB Human Capital Management (HCM) for consideration at the CG or FG LDAP. Approved swaps or PD tours incur a minimum of two year Permanent Change of Station (PCS) assignment with NGB. T10 Officers coming to KS are slotted IAW the results of the annual OCMB and the T10 SWAP Memo is forwarded to HCM 4th QTR of each year.

i. Assignment Limitations

(1) Operational

(a) Command Assignments. It is the responsibility of the senior leaders to select competent commanders with the requisite **training, education, experience** and mentoring to successfully command. All officers in the KSARNG are boarded annually through the career management board process and demonstrate all three pillars of leader development (education, training and experience) for command consideration. Command assignments are traditionally for two years but may be extended for a third year upon request by the Commander and his/her chain of command. Extensions are approved by the Commander, KSARNG and based on the needs of the organization. The Commander, KSARNG retains the authority to remove and replace Battalion Commander's for cause or misconduct without convening the Field Grade LDAP.

NOTE: Full-time (AGR/TECH) officers considered for an extension of a command are discussed with the HRO during the LDAP deliberations.

(i) Company Command. Considered twice a year through the company grade LDAP's assignment selection process. Selections are approved by respective BN and BDE commanders and validated by the DCoS-Army. Company command team selectees should be notified at least six months in advance of the change of command. This affords the designee's time to reflect, complete any additional Professional Military Education (PME), be pre-positioned at the higher HQ, complete change of command inventory, attend the Company Level Pre-Command Course (CLPCC) and prepare one's command philosophy. This time allows the designee to become familiar with the company and higher headquarters.

(ii) Battalion Command. Considered by the field grade LDAP's assignment selection process. Selections are approved by the respective BDE commanders and validated by the Commander, KSARNG.. To the greatest extent possible battalion command assignments will be considered by the Spring LDAP for slating during the following year. The following guidelines are provided for MTOE and TDA battalion commands. Battalion command team selectees should be notified at least nine months (preferably 12 months) in advance of the change of command. This affords the designees time to reflect, complete any additional PME (Pre-Command Course Phases [PCC]), functional training and prepare ones command philosophy. This time allows the designee to become familiar with the Battalion and higher headquarters.

(a) Education. O-5 commanders must be Military Education Level (MEL) 4/Joint Professional Military Education (JPME) I complete. Branch Officers must be ILE complete to include Advanced

Operations Course (AOC) for both MTOE and TDA commands. Functional commands (Medical Detachment) must have completed a MEL4/JPME I credentialing course. Credentialing courses include AOC, approved FA courses, and specialty branch schools (medical, dental, legal, et cetera).

(b) Experience and Training. Commanders must be qualified at the appropriate grade with successful assignment in one O-4/O-5 Key developmental (KD) position. KD assignments are defined IAW DA PAM 600-3 in order to determine qualification. Broadening assignment(s) enhance training and experience. Broadening assignments may include but are not limited to other primary staff assignment at the battalion and brigade levels, Division Staff, Regional Training Institute; or Troop Command.

(iii) Brigade Command – Considered semi-annually through the General Officer Steering Committee (GOSC). Selections are made by the Commander, KSARNG and approved by TAG. The following guidelines are provided for MTOE and TDA Brigade commands.

(a) Education. It is preferred and beneficial to the Force that O-6 MTOE command selectees complete MEL1 (SSC) prior to assuming command. All other functional command selectees at a minimum must have completed MEL 4/JPME I training and should be currently enrolled in the United States Army War College (USAWC) Department of Distance Education (DDE) program and 50% complete.

(b) Experience and Training. Brigade Commanders should have completed a minimum of 12 months (preferably 18-24 months) of Battalion Command and must have successfully served in one O-5/O-6 KD position. KD assignments are defined IAW DA PAM 600-3 in order to determine branch qualification. Broadening assignments enhance training and experience. Broadening assignments may include but are not limited to other primary staff assignments at the brigade and primary and assistant staff assignments at the division levels, Regional Training Institute, Troop Command, and ADSW/ ADOS/ARNG/T-10 Tours outside the KSARNG.

NOTE: IAW ARNG Brigade and Battalion Pre-Command Course (PCC) Attendance Policy dated 11 October 2018, starting in FY 2020 the ARNG will have sufficient quotas to accommodate all incoming command team members (commanders and CSMs) for each PCC phase. States should provide sufficient time between command selection and assumption of duties to accommodate up to 6-7 weeks of training for senior commanders. Attendance to the four PCC phases should be in accordance with the priority outlined in the policy. In addition, Brigade Commanders and Battalion Commanders with Special Court Martial Convening Authority (SPCMCA) authority must attend the Senior Officer Legal Orientation (SOLO) course at Charlottesville, VA prior to assuming command. The Director, ARNG is the approval authority for exceptions to this policy.

(b) Key Developmental (KD) (IAW DA PAM 600-3, 2019) – Officers must aggressively prepare for and seek the skills and experience necessary to prepare them for the next grade. KD assignments enable the officer to continue normal progression towards more coveted KD positions at the higher grade. This is especially important when considering officers with multiple branches. *(e.g. An IN MAJ with a secondary branch of AG may be fully qualified to serve as a BDE S1. However, unless the officer has branch transferred to AG as his primary branch, the assignment does not qualify as KD. Additionally, if the officer was AG at the time of his assignment as BDE S1, he is not qualified to serve as commander of an Infantry battalion as he was not branch qualified as an IN MAJ.)* Officers must fully understand the qualification requirements by branch and grade as discussed in DA PAM 600-3. KD assignments qualify officers by branch and are the building blocks for future KD assignment consideration conducted twice a year through the LDAP's assignment selection process.

(c) Broadening – Broadening assignments are a purposeful expansion of a leader's capabilities and understanding provided through opportunities internal and external to the Army. Broadening is accomplished across an officer's full career through experiences and/or education in different organizational cultures and environments. The intent for broadening is to develop an officer's capability to see, work, learn and contribute outside each one's own perspective or individual level of understanding for the betterment of both the individual officer and the institution. Broadening assignments ensure continued development of the officer as their career progresses.

(d) Functional Areas – FAs are a grouping of officers by technical specialty or skills other than an arm, service, or branch that usually requires unique education, training, and experience. After

functional designation, officers may serve repetitive and progressive assignments within their FA. An officer may not be assigned to more than one FA at a time. KSARNG officers may apply for FA designation once promoted to captain. FAs allow Reserve Component (RC) officers to broaden the scope of their experience and enhance both their assignment and promotion potential. DA PAM 611-21 and DA PAM 600-3 (outlines how officers transition to a FA. Officers who choose to designate in a FA are encouraged to continue to choose assignments that continue to build depth in their chosen specialty.

NOTE: According to NGR 600-100 (2020), ARNG lieutenant colonels must have completed CGSOC to be assigned to battalion or higher command positions and brigade executive officer or S-3 positions. Additionally, lieutenant colonels with three years' time in grade must have completed CGSOC to qualify for assignment to any principal staff position at brigade or higher level commands. FA Qualification does not qualify as CGSOC complete. According to Army policy, the credentialing course for Basic Branch officers to attend the SSC is the Advanced Operations Course. Officers must make a conscious decision when electing to transition to a FA. FA election may limit future career opportunities within the officer's basic branch, should the officer elect to use their FA education rather than pursue the Advanced Operations Course (AOC) through the Command and General Staff College. However, the officer and the KSARNG OPM may validate AOC credit for the FA courses that qualify.

(2) Strategic – Command/Staff assignments at the O-6 level within the KSARNG are managed by the GOSC. Strategic assignments may also be available through occasional tours with National Guard Bureau or other T10 entities.

j. The DOP facilitates each LDAP meeting by providing a list of current vacancies as well as the projected vacancies/transitions provided by the MSCs in preparation for the LDAP. Assignment consideration (*excluding KD selection and assignments resulting from promotion opportunities*) looks at officers with 18 months of time in their current position. Projected moves must be forwarded to officer personnel IAW the LDAP MOI published 90 days before the LDAP; the forwarding of these projected moves assists the LDAP with selections and assignments to be published following each panel.

k. Assignments Based on Grade

(1) Company Grade – Assignments for company grade officers are generated through the LDAP's assignment selection process and validated by the CoS-Army.

(2) Field Grade – Assignments for field grade officers are generated through LDAP's assignment selection process and validated by the Commander, KSARNG.

NOTE: Promotion opportunities generated by assignment to the next higher grade are determined by placement on the state approved SLATING ROSTER generated by the annual OCMB.

(3) Warrant Officer.

(a) Warrant Officers are subject to career management at the MSC level and DOP to ensure optimal utilization.

(i) Technical Warrant Officers will be assigned to fill authorized Warrant Officer MTOE/TDA positions in federally recognized units of the ARNG. Prior to assignment, the DA MOS Proponent must certify the applicant as qualified in the MOS for which the vacancy exists; or that they are eligible for entry into the appropriate WOES and can qualify for certification within two-years of assignment.

(ii) Warrant Officers assigned to XZ coded positions may only be assigned if qualified company grade Officers are not available. When a rated company grade Officer becomes available Warrants, filling these positions under this policy, will be immediately reassigned. Assigning a Warrant Officers to a company grade officer position is not intended to replace the need for a rated company grade officer; the Warrant officer is filling a temporary need in the organization. These positions should be used for no longer than a three –year time frame. This guidance is also applicable when Commissioned Officers are filling Warrant Officer positions.

(4) Assignments are managed by the Senior (Sr) Warrant Officer in each branch. Sr Warrant Officer Selection and placement is subject to approval by the Command Chief Warrant Officer with oversight by the DCoS-A and the Commander, KSARNG

(5) Title 10 Officers – Career management for the T10 officer is the responsibility of Human Capital Management at National Guard Bureau (NGB). KSARNG is responsible for administrative support. Officers requesting to compete for Command Leadership Program (CLP) opportunities must make their request in writing to KSARNG OPM NLT 28 February of each year for consideration at the FG LDAP.

Chapter 4
Promotions

4-1. Promotions – Promotions for officers and warrant officers are actioned IAW NGR 600-100 (2020) and NGR 600-101 (2018). For the ranks of MAJ thru COL, promotions are managed at the State level through the appropriate LDAP/GOSC utilization of the annual officer career management board (Slating Board). **All promotions are based on the needs of the organization as determined by existing requirements and guidance from senior leadership.** Promotions from 1LT to CPT are achieved through BN/BDE Commander recommendation and boarded through the monthly FRB or Department of the Army mandatory promotion board. Officers selected for promotion are added to the State promotion selection list and promoted IAW assignment to the higher graded billet. Upon approval by the Commander, KSARNG, the promotion selection list is published to MSCs for distribution.

4-2. Methods of Promotion

a. Streamlined Promotions – Streamlined promotions are managed at the 2LT to 1LT and WO1 to CW2 ranks. The following applies to all streamlined promotions.

(1) Basic branch officers and AMEDD officers (AOC 67J or MFA 70 appointed prior to 1 May 1991) must attend a Basic Officer Leaders Course (BOLC) in residence within 18 months of appointment. All AMEDD officers (except for AOC 67J or MFA 70) will attend an appropriate AMEDD BOLC within 24 months of appointment. The unit must consider all 2LTs for promotion and complete an NGB Form 78 (Recommendation for Promotion to 1LT/CW2) at 18 months, regardless if the 2LT is qualified and recommended for promotion. If a 2LT is not recommended for promotion at 18 months, the commander must submit an NGB Form 78 to OPM with a request for separation or a request for TAG of the State to grant an extension to 24 months. If the officer was retained but not promoted at 18 months, the unit commander must submit another NGB Form 78 at 24 months. If the officer is still not recommended at 24 months, the unit commander must forward a completed NGB Form 78 with a request for separation or a request for extension through the State G1 for TAG approval to 36 months. By statute (10 USC 630 and 10 USC CH 1407, SEC 14503), no extensions beyond 36 months are authorized. This process is required regardless of the reason for the officer being found not qualified for promotion. The officer's may be separated at any time after 18 months per 10 USC 14503. If the officer has not completed BOLC by 36 months commissioned service, separation proceedings must be initiated (10 USC 630).

(2) ARNG Aviation 2LTs who have not graduated from an OBC/BOLC may be promoted at 24 months of commissioned service if currently enrolled in Flight School XX1/OBC/BOLC and not flagged (NGR 600-100, 2020).

(3) ARNG WO1 to CW2 is two years TIG with WOBC completed (NGR 600-101, 2018).

(4) Early Commission Program (ECP) 2LT may be promoted to 1LT without BOLC complete at 24 months TIG (NGR 600-100, 2020).

(5) AMEDD officers, regardless of grade in which appointed, other than Specialized Training Assistance Program (STRAP) participants and MS officers with MFA 70 or AOC 67J, appointed on and after 1 June 1986 are required to complete the AMEDD resident RC BOLC within 24 months. They may be retained up to three years after appointment upon approval by the TAG. If the officer has not completed BOLC by 36 months commissioned service, separation proceedings must be initiated (10 USC 630). STRAP participants do not have to complete the AMEDD resident RC OBC until three years after the completion of their STRAP training program (AR 135-155, 2004).

(6) JAG officers must complete JAG BOLC within 12 months of the date of appointment (AR 135-100, 1994).

(7) Chaplain (56A) and Chaplain Candidate (56X) promotions to 1LT and Captain are managed IAW PPOM 17-018 (ARNG Chaplain Captain Certification Review (CCCR) Implementation Instructions). Unit Vacancy promotions to Captain are not authorized and must be submitted to NGB for the CCCR board process. Chaplains must complete Chaplain BOLC within three years of commissioning (AR 165-1, 2015).

b. Unit Vacancy – All promotions are achieved by utilization of a valid vacancy. The intent of a Unit Vacancy Promotion (UVP) is to fill vacant positions with eligible officers in order to improve personnel readiness of the KSARNG. Special consideration should be made to the position and the officer being assigned to that position. Once assigned, the officer is not to be moved until Federal Recognition is granted at the next grade. For the purpose of this SOP, a Unit Vacancy Promotion (UVP) is referred to as a below the zone (BZ) promotion and should be limited to the officers demonstrating the highest levels of proficiency and consistently evaluated above their peers. Examples of demonstrated proficiency include, but are not limited to, strong potential statements such as “Promote ahead of Peers” or “Promote Now”, officers in the top 1/3 of their rank group IAW the year’s Officer Career Management Board slate, officer’s selected for Command by the Company Grade or Field Grade LDAP, or officers with strong recommendations by their current chain-of-command up to including the DCoS Army or ATAG outlining the needs of the organization and potential of the officer. While physical fitness and height-weight are elements of proficiency, they should not be sole basis for determining eligibility for UVP if the officer meets fitness and body composition standards at the time they are recommended for promotion.

(1) Procedures for requesting Unit Vacancy Promotions:

(a) Unit determines if the individual is eligible for promotion. The Officer must meet all requirements for promotion to the next higher grade and be recommended by the MSC commander. This recommendation must be IAW the promotion selection lists generated by the LDAP. For promotions to 1LT and CPT, packets are submitted based on BN and BDE recommendation. Soldiers in the DA Cycle are not considered by the FRB since their packet is being considered by a mandatory DA board.

(b) Unit prepares the packet IAW the checklist provided by the KSARNG Officer Personnel section and forwards for endorsement through command channels. Officers are not to be boarded by the FRB prior to meeting the minimum time in grade eligibility for promotion. Officers currently being considered by a DA Promotion Board are not eligible for unit vacancy promotions. Refer to DA Board schedule for cut-off dates.

(c) Promotion recommendation memorandums require the signature of the BN/BDE (O-5 or above) commander to ensure that the officer meets the highest of standards and is best qualified for a unit vacancy promotion.

(2) Actions by the KSARNG Officer Personnel Section:

(a) Conduct suitability screening prior to FRB to determine if officer requires endorsement from the Adjutant General. A complete review of the officer’s file is conducted to determine if any derogatory information exists which would preclude NGB from approving the packet (eg. DUI, Referred OER, civil conviction waiver, etc.).

(b) Conduct Federal Recognition Board. Promotions which are disapproved by the FRB are returned to the MSC with a memorandum from the president of the board stating the reasons for promotion denial. If an officer’s packet is disapproved by a KSARNG FRB the officer must wait a minimum of 120 days before his/her packet may be resubmitted for FRB action; should an officer’s packet be submitted for a second consideration by the FRB, the officer is required to appear wearing the Army Service Uniform (ASU) at the discretion of the Senior Army Advisor. The DCoS-Army may approve an officer’s reappearance at the FRB within the 120 day period upon written request from the chain-of-command.

(c) Forward complete packet to NGB for further processing with a copy of the FRB proceedings (NGB Form 89-1) and a copy of the State promotion validation memorandum. The officer may not wear the new rank on his/her uniform until receipt of the Federal Recognition order (NGB O122E) authorizing the promotion; frocking is NOT authorized IAW Paragraph 2-4 of NGR 600-100 (2020). The identification of “(P)” after the Officers rank in his/her signature block or other official document or format is not

authorized, except as explicitly detailed for evaluations purposes only (AR 623-3, 2019; DA PAM 623-3, 2019; AR 25-50, 2020).

(d) Upon receipt of Federal Recognition orders (NGB O122E) OPM ensures promotion effective date and grade are entered into IPPS-A.

c. DA Select – A DA Selection status does not equal automatic promotion in the KSARNG. Being DA Select by a mandatory promotion board exempts the officer from the scrolling process and from the FRB examination. To be promoted in Kansas (T10 AGR excluded *see 4-4 g.*), the officer must be on the state promotion selection list (MAJ – COL), assigned to a qualifying duty position as required by NGR 600-100 (2020), remain in an active status, be medically qualified for retention, have a passing APFT/ACFT, and meet the standards of the Army Body Composition Program in AR 600-9 (2019). If a Soldier's file appears before a DA mandatory promotion board, the Soldier is prohibited from being considered by the unit vacancy promotion process. Officers selected for promotion by the KSARNG Promotion Selection Board who are also selected through the DA mandatory board processes are promoted in accordance with the following.

(1) OPM verifies if a DA Board has selected the officer for promotion at https://www.hrc.army.mil/TAGD/Officer%20and%20WO%20Selections%20and%20Promotions

(2) OPM determines if the officer meets all eligibility requirements for promotion. IF AN OFFICER IS NON-SELECTED BY THE DA PROMOTION BOARD, THE STATE HAS NO AUTHORITY TO PROMOTE. Officer must be boarded a second time by the Department of the Army.

(3) Unit prepares the packet IAW the OPM checklist and submits to OPM using the IPPS-A CRM module IAW the KSARNG IPPS-A Desk Reference.

NOTE: The promotion recommendation memorandum must be signed by the BN/BDE (O-5 or above) commander.

(4) OPM reviews the packet for completeness, produces a promotion validation memorandum, and forwards the packet to NGB for federal recognition orders. State promotion orders have an effective date based on the date the officer was fully qualified and in a qualifying positoin.

(5) OPM forwards federal recognition orders (NGB Form 0122E) through the MSC to the unit once they are received from NGB.

d. AMEDD Promotions – All AMEDD promotion packets are actioned IAW DA PAM 600-4 (2020) and ARNG AMEDD Officer Personnel Management Guidance. Packets are reviewed by the KSARNG DOP and forwarded to NGB for Federal Recognition; MAJ through COL promotions are IAW the LDAP selections and require the recommendation of the Medical Detachment Commander for processing.

NOTE: AGR AMEDD officers selected for promotion MAJ through COL must be on the annual promotion selection list due to the limited number of controlled grades available; the KSNG CoS and the DCoS-Army are the decision authority for control grade allocation to officers on the promotion selection list.

4-3. Slating Board Process

a. The KSARNG conducts career management boards, by grade, each year during the first full week of December unless otherwise indicated by official board announcement signed by the DOP. The boards are part of the OCMB process and considers the files of company grade and field grade officers assigned to the KSARNG.

(1) Company Grade files consist of 1LTs with 12 months TIG as of 31 December of the current year and CPTs. The OCMB generates a slating roster based on the officer's file using guidance provided by the Commander, KSARNG and the word picture scoring found in Enclosure D. CPTs on the state promotion selection list to MAJ are moved to the field grade OCMB for consideration.

(2) Field Grade files consist of CPTs on the state promotion selection list, MAJs and LTCs. The OCMB generates a slating of all MAJs and LTCs using guidance provided by the Commander, KSARNG and the word picture scoring found in Enclosure D. LTCs selected on the previous year's promotion selection list are considered by the General Officer Steering Committee.

(3) AMEDD files consist of 1LTs with 12 months TIG as of 31 December of the current year to LTCs. The OCMB generates a slating based on the officer's file.

b. The DOP, KSARNG is responsible for the composition of the OCMB. Every effort is made to ensure quality representation of branch (Operations Division [OD], Operations Support Division [OSD], Force Sustainment Division [FSD]) from each and minority representation regardless of the demographic of the officers being considered. A balanced mix of "Traditional" and full-time unit support (FTUS) KSARNG is maintained to the fullest extent possible.

c. The DOP, KSARNG prepares the recommended list of board members and presents the list to the Commander, KSARNG for approval. The DOP, KSARNG notifies the approved board members and prepares a letter of instruction based on the commander's guidance.

d. Board Composition – OCMBs are composed of an odd number of board members, not including the board recorder(s). The following applies to each board:

(1) Company grade boards consist of a minimum of seven board members.

(2) Field grade boards consist of a minimum of nine board members.

(3) OCMB members must be at least one pay grade higher than those officers being considered.

(4) Board members may be members of a different state's Army National Guard, ARNG T10 officers, or officers from a different component.

(5) The Board President must be a member of the KSARNG. For both the Company Grade Board promotable 1LT to CPT) and the Field Grade Board (MAJ to LTC Board), the Board President must have obtained the rank of COL.

(6) The recorder(s) may be of any rank.

(7) The following officers are NOT to sit as members of a board

(a) An officer with a Suspension of Favorable Personnel Actions (Flag) for any reason.

(b) An officer who may be considering the file of their spouse, child, or sibling.

(c) An officer being considered by the board.

(d) An officer who served as a member of the previous year's Company Grade OCMB (the intent being no individual officer sits the same board for two consecutive years). The Field Grade board is exempt from this requirement due to the limited number of COLs available each year.

(e) The DOP, KSARNG or any officer assigned to that section, an assigned IG officer or a Specialty Branch officer (AMEDD, JAG, and Chaplain).

e. Promotion Selection List – Upon identification of the number of positions to be filled, the OCMB results are provided to the LDAP for consideration. The LDAPs (Company grade and Field Grade) make consideration of the projected vacancies and make selections according to the positions to be filled. Selection is based on current/projected vacancies and the needs of the organization. A slating roster is populated by the officers selected from the OCMB results then listed alphabetically and presented to the Commander, KSARNG for approval and distribution. The promotion selection list is executed IAW assignment to the higher graded billet. Officers occupying the higher grade position prior to the convening date of the LDAP will have their packets submitted immediately. All other packets will be processed by DOR.

NOTE: The promotion list will not be delayed due to an officer not having a valid position for assignment. Should the position be occupied or the transfer delayed, the officer will be bypassed. Upon assignment to an appropriate para/lin, the packet will be processed for promotion.

f. Post Board Process and Actions – After each board the results are maintained and safeguarded by the DOP and subsequently presented to the appropriate LDAPs for slating roster selection. OPM consolidates all documents from the board (results, AAR, declination memos, etc.). The DOP, OPM and

the President of the Board schedules an appointment with the Commander, KSARNG to provide a verbal after action report (AAR). The AAR at a minimum consists of:

(1) Any anomalies in the board which 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 (substandard performance, misconduct, moral/professional dereliction, or actions inconsistent w/national security [Department of Defense Instruction 1332.30, 2008])

(4) A review of the results.

NOTE: The results of the OCMB are not to be published! Aspects, such as comments for the officer and relative standing, may be released for mentorship purposes and career development, but the actual slating is not be released except to proper authorities. The OCMB results are a tool for LDAP consideration when selecting for promotion, command, KD assignments, schools selection, etc.

4-4. Promotion Considerations

a. Zone of Consideration – The LDAP considers all eligible officers with a minimum TIG ending the last day of the month proceeding the month of official release. The Commander, KSARNG may limit the number of promotions from specific zones (Below the Zone, Primary Zone, Above the Zone) in order to balance the needs of the organization by managing the force through the promotion process.

b. The GOSC is the recommendation authority for LTC to COL promotions. Officers selected for promotion to COL are removed from LDAP consideration and counseled by the commander, KSARNG regarding the promotion, career management, and proposed retirement dates. This enables KSARNG senior leaders the ability to actively manage the assigned COLs within the KSARNG.

c. Officers selected for promotion who are not eligible for promotion IAW NGR 600-100 (2020) are not promoted until the officer has met the necessary requirements for promotion. Factors such as flagging action(s), lack of appropriate military education, and expired physical, awaiting administrative review by a Department of the Army Stand-by Board prevent assignment of the officer to positions in the next higher grade. If an officer is in command and requires a change of command validation, the DOP may bypass the officer to prevent unnecessary stoppages of the promotion process. When the officer is transferred to the appropriate higher graded position, the promotion packet is processed immediately.

NOTE: Officers selected for promotion must be in a valid MTOE or TDA position of the next higher grade prior to packet submission for Federal Recognition. If the officer is a below the zone selection, the LDAP must make every effort to facilitate the assignment prior to unit vacancy submission cut off determined by the annual DA Boards Schedule.

Table 4-1
Below the Zone, Primary Zone (PZ), and Above the Zone (AZ) Grade for Promotion

From	To	Minimum Years in lower grade for promotion	Average Years in lower grade for promotion	Maximum Years in lower grade for promotion
		BZ	**PZ**	**AZ**
CPT	MAJ	4	5	7
MAJ	LTC	4	5	7
LTC	COL	3	4	Until MRD

- *Two years prior to an ARNG officers maximum TIG, they enter the DA Mandatory promotion process similar to USAR officers*
- *120-days (O5 & below)/180-days (O6) prior to the convene date of the DA Mandatory board, the State can no longer utilize the UVP (NGR 600-100 (2020))*
- *2LTs commissioned through the Early Commissioning Program are eligible for promotion to 1LT at 24 months' time in grade without the requirement to complete a BOLC (NGR 600-100 (2020))*

(1) Promotion Declination – KSARNG officers who decline a promotion must do so by submission of a memorandum of declination through the chain of command to the DOP, KSARNG 2722 SW Topeka, Blvd, Topeka, KS 66611-1287. Declinations have the effect of removing them from promotion consideration until the next FY board results are published. An officer's decision to decline consideration does not adversely impact the officer's potential for future selection.

(2) Promotion Delay – KSARNG officers may elect to delay promotion for the purpose of fulfilling OTOT or for assignment considerations for an AGR officer. Officers may delay promotion for a period not to exceed three years (delay period requested in 12 month increments) from the date of promotion selection. AGR officers are granted an indefinite delay due to controlled grade limitations. The delay enables the officer to remain on the selection list until such time as the promotion opportunity is made available. If the officer is not promoted at the end of three years, the officer's file appears before the next promotion Selection Board for promotion consideration.

d. AGR Promotions – The CoS, KSNG and the DCoS-A have oversight and responsibility for all AGR assignments and promotions as determined by the projected vacancies available for the assignment. The CoS and the DCoS-A participate in the LDAP in order to assist with assignments resulting in AGR and Technician promotions. The full time manning document restricts the placement and grade of officers in AGR status. The KSARNG AGR manager validates and documents the number and placement of AGR controlled grades for officers. The CoS, with the assistance of the DOP and AGR Manager, determines placement of these AGR controlled grades based on organizational need with input from the appropriate LDAP. There are six factors considered when placing AGR officers:

(1) Controlled grade availability

(2) Slating Roster position

(3) Basic branch or functional area qualification

(4) Amount of AFS

(5) Command Leadership Assignment Program (CLASP)

(6) National level T10/T32 swap assignment

e. AGR AFS Requirement – Consideration of AFS is a critical factor in the management of the full time force. In order to prevent officers from occupying senior control grades for an excessive number of years, advancement must be congruent with years of AFS. This provides a larger group of qualified officers' greater opportunity for upward mobility. The following AFS guidelines must be met by existing and newly hired AGR personnel. Exceptions to the AFS requirement are approved for key developmental assignments (Full-time or M-Day; examples BN/BDE AO, Command) or organizational need and recommended by the LDAP to the Commander, KSARNG for approval. Minimum AFS Requirements are listed below in Table 4-2.

Table 4-2
Minimum Active Federal Service Requirement(s)

Promotion to the GRADE	MINIMUM TIG REQUIREMENTS	MINIMUM AFS REQUIREMENT
O-4 – MAJOR	4 Years at CPT	6 Years AFS
O-5 – LIEUTENANT COLONEL	4 Years at MAJ	11 Years AFS
O-6 – COLONEL	3 Years at LTC	16 Years AFS

f. Upon completion of the assignment selection process and placement on an approved promotion list, an AGR officer may be projected for the appropriate controlled grade, Support Personnel Manning Document (SPMD) vacant position, and MTOE or TDA position of the higher grade. Once the AGR officer receives a controlled grade and is placed in the proper SPMD position, their federal recognition packet, if

not in the DA Cycle, is presented before the FRB and forwarded for scrolling. Soldiers may not be promoted into a military grade that exceeds the grade of their SPMD position.

NOTE: If a controlled grade is not available for the AGR officer, the DOP may slot the officer accordingly and bypasses the AGR officer until such time as a controlled grade is available as determined by the KSARNG AGR manager. Upon verification of a valid controlled grade, the AGR Officer's packet is forwarded for federal recognition immediately. Upon promotion the officer will receive a promotion eligibility date (PED) equivalent to the date they were assigned to the higher graded position, and a DOR equivalent to the actual promotion date (10 USC §14311).

NOTE: The LDAP considers the results of the ASMB when reviewing files of AGR officers for the purpose of evaluating the officers' ability to advance within the KSARNG as well as their ability to achieve 20 years of AFS.

g. Promotion for Title 10 Officers – T10 officers are members of the KSARNG; however, they do not impact KSARNG promotions because they do not compete for or fill positions within Kansas. T10 promotions and assignments are managed by NGB. As such, T10 officers are not considered by the KSARNG promotion Selection Board, and therefore not subject to the requirements of this policy. Upon notification from NGB and receipt of the promotion voucher memorandum, OPM prepares and processes the promotion packet for consideration in accordance with the promotion packet guidelines.

h. Promotion of Specialty Branch – Specialty Branch promotions are managed internally and require endorsement by the appropriate Senior Specialty Branch officer within the KSARNG. Specialty branch officers (AMEDD, JAG, and Chaplain) are not selected for promotion through LDAP promotion selection process, however they are promoted on the same cycle and Specialty Branch promotion selections will be published per paragraph 4-3.e above . These officers are not required to compete with basic branch officers for positions within the KSARNG and are therefore directly managed by the KSARNG branch manager for AMEDD, JAG, and Chaplain branch(s). Medical professionals do not require Intermediate Level Education (ILE) for promotion. All other specialty branches must meet military education requirements in order to be promoted.

i. Promotions with respect to "Fenced" positions – "Fenced" positions are Full Time Support (FTS) authorizations allocated to fill statutorily mandated ARNG FTS positions or units at 100% of FTS requirements. Fenced authorizations are subject to change based on statutory guidance found in The National Defense Authorization Act (NDAA) and CNGB and DARNG priorities for full time support within the ARNG. KSARNG officers assigned to "Fenced" positions are not automatically promoted if the position is of the higher grade. To be promoted in a "Fenced" position, the officer must be on the promotion selection list and have a valid controlled grade to be promoted. Assignment to a "Fenced" position does not alleviate the normal promotion requirements for AGR officers.

j. Promotions for Mobilized Officers – Mobilized officers are promoted in accordance with DA policy and NGR 600-100 (2020) A position vacancy for which the officer is otherwise qualified must exist and remain vacant for the duration of the mobilization. Within 180 days after release from active duty (REFRAD), the officer must be assigned to that position. The officer must be qualified for the position considered and be on the KSARNG promotion selection list in order to be promoted.

k. Exhausted List – Should the list be exhausted and additional slots become available due to non-forecasted vacancies, the Commander, KSARNG may elect to open the slating roster for additional promotions. Additions are added to the promotion selection list through discussions with the LDAP during 4th quarter. If more than one officer is selected, these officers are promoted IAW their assignment to the higher graded billet, but not ahead of officers on the initial list. If an officer is not promoted prior to the publication of the following year's promotion selection list, the officer is positioned at the top of the following year's list. Multiple officers carried over from the previous year are positioned at the top of the next year's promotion list.

l. Officers waiting on the results of a DA Selection Board IAW with Reserve Officer Personnel Management Act of 1996 (ROPMA) may not be promoted (even if recommended by a state Selection Board) until the results of the DA Selection Board are released. Should the officer not be selected by the DA board, the officer is not eligible for promotion.

m. Officers who are the subject of a pending investigation per AR 15-6 (2016), are not to be placed in promotion opportunity vacancies until a command review is completed and flags removed per AR 600-8-2 (2016)). The DOP and SJA review the pending investigation and brief the Commander, KSARNG.

4-5. Warrant Officer Promotions

a. Promotion to Chief Warrant Officer Two (CW2), Chief Warrant Officer Three (CW3), and Chief Warrant Officer 4 (CW4) are non-competitive and warrant officers are not subject to DA Promotion Boards.

(1) Promotion to CW2 is a streamlined promotion. Once the WO1 has reached minimum TIG, the unit submits an NGB 78 recommending the warrant officer for promotion or requests a six month TAG waiver to retain the Warrant Officer to 24 months.

(2) Promotion to CW3 and CW4 are subject to the Federal Recognition Board (FRB). Federal recognition board appearance is the only method of warrant officer promotions to the rank of CW3 or CW4. As such, a Warrant Officer promotions are not limited or reserved for “below zone” officers (zones of consideration are not used for COMPO 2 Warrant Officer Career Management). The provisions of Chapter 4-2.b of this SOP do not apply. There is no civilian education requirement for Warrant Officer promotions. Warrant Officers must achieve even higher levels of education as equipment, systems, training, and missions become more sophisticated. Given the complexity of the operational environment and their highly specialized role, Warrant Officers must commit to continuous self-development and life-long learning to remain current, and improve their knowledge base.

(3) Promotions for Warrant Officers. These promotions are based on needs of the KSARNG and the recommendation of Warrant Officer’s first O5 commander. Warrant Officer’s recommended for promotion must meet requirements IAW NGB 600-101 (2018). To be considered for Federal Recognition following the KSARNG promotion to fill a unit vacancy, a KSARNG Warrant Officer must—

(a) Be in an active status and DMOS qualified (see subparagraphs *d* and *e* below for exceptions).

(b) Be medically fit in accordance with AR 40-501 (2019)

(c) Meet the height and weight standards prescribed in AR 600-9 (2019).

(d) Have completed the minimum years of promotion service indicated in table 4-3.

(e) Have completed the minimum military education requirements prescribed in table 4-4.

(f) Have passed an APFT/ACFT within the time frame prescribed below

(i) Six-months from promotion effective date for AGR Soldiers per AR 350-1 (2017).

(ii) Twelve-months from promotion effective date for non-AGR Soldiers per AR 350-1 (2017)

NOTE: A Warrant Officer who has failed the APFT/ACFT or failed to take the APFT/ACFT should be flagged in accordance with AR 600-8-2 (2016). A Warrant Officer is not eligible for promotion and may not request Federal Recognition until successfully completing an APFT/ACFT and documentation (standard or an alternate) has been provided.

(g) Must be recommended by the Warrant Officer's fist O5 commander. Additional recommendations from the CCWO, DCoS Army, or ATAG may be included outlining the organizational need for promotion or the potential of the Warrant Officer.

(4) Warrant Officers accessed from other components or services must meet the promotion requirements of NGR 600-101 (2018), regardless of their promotion eligibility prior to their Federal Recognition in the ARNG.

(5) An ARNG Warrant Officer who has been appointed from the USAR serving in an inactive status is not to be considered for promotion to the next higher grade until at least one year (12-months) after the date of return to an active status, regardless to time in grade served. (NOTE: USAR Reinforcement is not considered inactive status.)

Table 4-3
Warrant Officer Minimum and Maximum Time in Grade for Promotion

Grade	Minimum Years in Lower Grade
WO1 to CW2	2 years
CW2 to CW3	4 years
CW3 to CW4	5 Years
CW4 to CW5	5 Years

NOTE: IAW NGR 600-101 (2018) Enlisted personnel in the grade of E7, with a minimum of two-years TIG on the date of appointment as a WOC, may be appointed to WO1 upon completion of WOCS, and upon completion of WOBC may be promoted to CW2.

Table 4-4
Warrant Officer Educational Requirements for Current Grade and Course Enrollment

FOR PROMOTION TO	MILITARY EDUCATION REQUIREMENT
CW2	Warrant Officer Basic Course (WOBC), or equivalent DA MOS Proponent certification within 2-years of date of initial appointment as WO1
CW3	Warrant Officer Basic Course (WOBC)
CW4	Warrant Officer Advanced Course (WOAC)
CW5	Warrant Officer Intermediate Level Education (WOILE) & Warrant Officer Senior Service Education (WOSSE)

NOTE: Minimum time-in-grade does not exist for warrant officer PME attendance; warrant officers cannot attend more than one PME course within a 12-month period. The 12-month separation does not apply to WOILE and WOSSE follow-on courses.

(6) Provided all education requirements of the previous MOS have been met, Warrant Officers who require re-designation into a new MOS due to reorganization or inactivation remain MOS qualified for promotion purposes for a period of one year from the effective date of the reorganization or inactivation.

(7) Warrant Officers assigned IAW paragraph 4-3b (NGR 600-101, 2018) to XZ coded positions may only be assigned if qualified company grade Officers are not available. When a rated company grade Officer becomes available Warrants filling these positions under this policy, will be immediately reassigned. Assigning a Warrant Officers to a company grade officer position is not intended to replace the need for a rated company grade officer; the Warrant officer is filling a temporary need in the organization. These positions should be used for no longer than a three year time frame. This guidance is also applicable when Commissioned Officers are filling Warrant Officer positions.

(8) Former Commissioned Officers in the rank below CPT, appointed as a WO1, not certified by DA MOS Proponent for the appropriate Warrant Officer Basic Course (WOBC), must complete the WOBC for specified MOS and must complete the required time in grade of 24-months, according (refer to Table 4-3). Former commissioned officer in the rank below CPT, certified by DA MOS Proponent, prior to appointment, not needing WOBC are promoted to CW2 IAW military education requirements (refer to Table 4-4).

b. Promotion to Chief Warrant Officer Five (CW5) requires a centralized Selection Board process, where the Selection Board determines the Warrant Officers eligibility for promotion. Promotion Selection Boards for the rank of CW5 are only to be conducted based on the needs of the organization and a standing promotion list is not to be maintained.

(1) The Warrant Officer Selection Board evaluates suitability for military service in the grade and MOS for which Federal Recognition is being applied for by considering documents located within iPERMS; outlined with NGR 600-101 (2018) to include any letter to the President of the Board (an example letter can be found in Enclosure A), Letters of Recommendation, and Officer Record Brief (ORB). Additional documents may be considered to determine the suitability of an applicant for promotion (flight records, civilian certifications, evidence of training, etc). Applicants must be notified of the inclusion of any documents not located within iPerms.

(2) The zone of consideration for promotion to CW5 is CW4s with four years time in grade and MOS qualification on the first day of the month the board action is scheduled to occur. All CW4s with the required MOS and within the zone are to be reviewed by the board.

(3) The DOP, KSARNG:

(a) Notifies all eligible CW4s at least 60 days prior to the Selection Board proceedings.

(b) Prepares a recommended list of CW5 Selection Board members (must be approved by the Commander, KSARNG) to review all eligible CW4 files up for consideration.

(i) The recommended list of board members is comprised of at least five members; President of the Board must have obtained the rank of COL, two voting members who have obtained the rank of COL, and 2 members who have obtained the rank of CW5 in the Duty-MOS (DMOS) considered.

Note: At a minimum board members are not to serve on consecutive Selection Board or have been flagged.

(4) The Officer Personnel Section, KSARNG:

(a) Does not prescreen CW4 files prior to the Selection Board review.

Note: Warrant Officers are strongly encouraged to review their personnel files prior to the board proceedings in an effort to address any concerns or items which require correction. .

(b) Notifies CW5 Selection Board members of their participation in the CW5 Selection Board proceedings, provides a letter of instruction based on the guidance received by the Commander, KSARNG.

Note: Members selected to participate in the CW5 Selection Board process are not released to personnel (outside the Selection Board processes) until all board actions have been completed.

4-6. Command Chief Warrant Officer Leadership Selection

a. The KSARNG Leadership Selection Board for the purpose of selecting the Command Chief Warrant Officer (CCWO is a formal appearance/interview board that occurs at the discretion of the TAG).

b. The board is composed of five members: The Commander, KSARNG, the DCoS-A (or O-6 equivalent), and three CCWOs from adjacent states (if possible). The current Kansas CCWO may sit on the board as a non-voting member. The OPM notifies the approved CCWO Selection Board members and prepares a letter of instructions based on the guidance provided by the Commander, KSARNG. CCWO Selection Board members are not to be released (outside the Selection Board processes) until after the actions of the CCWO Selection Board has been completed. At a minimum board members will not serve on consecutive CCWO Selection Boards and are not to have flag(s) within their personnel file.

c. The board selects the best-qualified CCWO, recognizing that this assignment requires significant knowledge, experience, judgement, communication skills, and strengths as a primary advisor to TAG in regard to all actions effecting Warrant Officer accessions, career management, and leadership development.

d. The zone of consideration for CCWO is comprised of Warrant Officers in the grade of CW4 with 12 months TIG (first day of the month of the scheduled CCWO Selection Board) and current CW5s. The DOP, KSARNG notifies eligible CW4-CW5s at least 60 days prior to the Selection Board proceedings. The CCWO Selection Board evaluates suitability for military service as the CCWO reviewing documents located within iPERMS; outlined with NGR 600-101 (2018) to include any biographical summary, letter to the President of the Board (an example letter can be found in Enclosure A), and Officer Record Brief (ORB).

4-7. General Officer Nominations

a. General Officer Promotions are processed IAW AR 135-156 Reserve Component General Officer Management (2007), NGR 600-100 (2020) and the General Officer Federal Recognition (GOFRB) Guidebook published annually by NGB Senior Leader Management Office (NGB-SL).

b. The nomination process occurs at the Adjutant General level and is reviewed annually through the GOSC. The GOSC supports this process through recommendation relative to the officers eligible for consideration and concludes with TAG nomination. This process is closely coordinated with the Executive Officer to the Adjutant General and submitted to NGB-SL IAW with published suspense dates in the GOFRB guidebook.

c. Officers appearing before a GOFRB with a pending MRD may be assigned to a GO position prior to the officer's MRD, in order to be held in abeyance and avoid removal from active status. Upon transfer to the GO position, OPM forwards a copy of the assignment order to NGB-SL at which point the officer is assigned against the Headspace wait list until a GO voucher is authorized for the officer's promotion. All assignment orders for a GO billet are forwarded to NGB-SL upon publication to expedite the Headspace wait time. Certificate of Eligibility (COE) publication is not a requirement for assignment order submission; failure to submit the assignment order to NGB-SL delays the promotion timeline.

d. Unless otherwise indicated, KS submits all nominations as General Officer of the Line (GOL) to allow for assignment flexibility.

Chapter 5
Joint Officer Management

5-1. Joint Officer Management Overview

a. The Joint Officer program is managed IAW 10 U.S.C. Chapter 38 – Joint Officer Management, Department of Defense Instruction (DoDI) 1300.19 – DoD Joint Officer Management (JOM) Program (2018), Chief National Guard Bureau Instruction (CNGBI) 1704.01 – National Guard Joint Officer Management Program (2016), and CNGBI 1001.01 – National Guard Joint Force Headquarters-State (2016).

b. Current federal law (10 U.S.C. Chapter 38) does not require National Guard officers to become a Joint Qualified Officer (JQO) prior to promotion to General Officer. However, federal law can be changed by act of U.S. Congress and the President of the United States.

c. National Guard Policy effective 01 October 2020 is that only officers with significant joint experience will be nominated or appointed to NG General Officer T10 assignments (CNGBI 1704.01, 2016). Significant joint experience is defined as completion of JPME Level II or Advanced Joint Professional Military Education **and** no less than 50% of the joint experience points required to achieve joint qualification level III.

5-2. Joint Qualification Levels

a. There are four levels of Joint Qualification. Each joint qualification level consists of an education and experience component. Experience points are accrued through a Joint Duty Assignment List (JDAL) position, discretionary points, or self-nomination of joint experience. A maximum of six (6) discretionary points can be awarded to an officer. All discretionary points (obtained through joint approved exercises and courses) must be entered into Joint Qualification System (https://milconnect.dmdc.osd.mil/) within 12 months of experience completion.

b. Joint Qualification level I is obtained by completion of the Basic Officer Leader Course. There is not an experience requirement for this level.

c. Joint Qualification level II requires 12 joint experience points and completion Joint Professional Military Education (JPME) Level I. JPME I is awarded with the completion of the Advanced Operations Course (AOC). See figure 5-1, Path to Joint Qualification Level II for a graphical representation.

d. Joint Qualification level III, also referred to as a Joint Qualified Officer (JQO), requires 24 joint experience points and completion of JPME II. JPME II is awarded through resident Senior Service College of any United States Service School or Joint Combined Warfighting School (JCWS) / JCWS-Hybrid. See figure 5-2, Path to Joint Qualification Level III (JQO) for a graphical representation.

(1) Completion of a JDAL assignment in the grades of MAJ – COL awards the officer the Additional Skill Identifier (ASI) of 3A.

(2) When awarded the JQO designation, the officer is awarded the ASI of 3L.

e. Joint Qualification level IV is only for General Officers (GO). It requires 24 experience points as a GO and the CAPSTONE military education course. The experience points can be accrued through a GO JDAL position, discretionary points, or self-nomination all of which must be as a GO. If the GO is selected for a JDAL position they must server at least 14 months in the position for full credit of the experience requirements with an approved tour length waiver (DoDI 1300.19, 2018). See figure 5-3, Path to Joint Qualification Level IV for a graphical representation.

5-3. Joint Duty Assignment List

a. Designation of a position as a JDAL position requires approval by the Chairman Joint Chief of Staff (CJCS) and must be re-validated every five (5) years. States are authorized to submit positions to NGB for consideration by CJCS. Approved State-JDAL positions provide joint credit the same as the T10 JDAL positions.

b. Assignment to a Joint Duty Assignment (JDA) position is through either the NGB T10 or State JDAL programs. NGB T10 positions require a TAG nomination of DA Select Majors through Colonel. The one exception to the T10 program is the state managed Bi-Lateral Affairs Officer (BAO) for Armenia in support of the State Partnership Program (SPP). State JDAL positions are managed through the LDAP process.

c. Assignment length of a Service-JDA (S-JDA) position is at least 24 months. The only approved early release criteria that give the officer joint credit points for months served are reassignment to a centralized command selection (BN-BDE), selection to attend resident SSC, or promotion to Brigadier General (DoDI 1300.19, 2018). A tour length waiver must still be submitted for the officer to receive the joint credit for months served.

d. JDA tour length waivers must be submitted to CJCS from NGB at least 90 days prior to the desired departure date IAW DoDI 1300.19 (2018). The officer is not authorized to vacate the JDA position until the waiver is approved by CJCS.

e. JDA tour length exclusions that allow for the officer to be reassigned without receiving joint credit IAW DoDI 1300.19 (2018) are:

(1) Serving in overseas S-JDAs that the tour length is less than 2 years IAW DoDI 1315.18

(2) Less than full-time RC officers.

(3) Reassigned for unusual personal reasons, including extreme hardship and medical conditions beyond the control of the officer or the Military Service concerned.

(4) Retired or released from active duty.

(5) Suspended from duty and reassigned from the Joint Staff or a Combatant Command (CCMD) pursuant to Section 155(f)(2) or 164(g) of Title 10, U.S.C. A suspension from duty that is a result of an adverse action should be documented in the officer's personnel record and in writing to the Military Service concerned.

5.4. State Joint Duty Assignment List

a. Each state is authorized a State-Joint Force Headquarters section IAW CNGBI 1001.01 (2016). The positions authorized are referred to as the "31+4" requirements. The state is not authorized to grow force structure when creating their Joint Staff.

b. State Joint Element positions can be nominated to CJCS for approval as a JDAL position. If approved, officers assigned to a State-JDA positions receive the same joint credit as a T10 position.

Table 5-1 depicts positions within Joint Force Headquarters that may qualify an officer to receive joint credit.

Table 5-1
KSARNG “34+1” Positions

Directorate	Position Title	Maximum Grade	Army Position Code
TAG Office	TAG	O8	00B00
TAG Office	ATAG Army	O8	00B00
Director of Joint Staff	Director of Joint Staff	O7	01A/01B
J1	J1	O6	01A00
J1	Deputy J1	O5	01A00
J2	J2	O6	01A00
J3	Director of Military Support	O6	01A00
J3	Operations Officer	O5	01A00
J3	Counter Drug Officer	O5	01A00
J3	Protection Officer	O5	31A
J3	Training Officer	O4	01A00
Joint Operations Center	Joint Operations Center Officer	O4	01A00
J4	J4	O6	01A00
J5	J5	O6	01A00
J5	State Partnership Program Officer	O5	01A00
J6	J6	O6	01A00
J6	Plans and Policy Officer	O5	25A00
J7	J7	O6	01A00
J8	J8	O6	01A00

NOTE: The determination to use existing Army Force Structure within the Army Staff Element to populate the Joint Staff Element is at the discretion of the TAG and must be documented during the annual Command Plan Process.

Figure 5-1
Path to Joint Qualification Level II

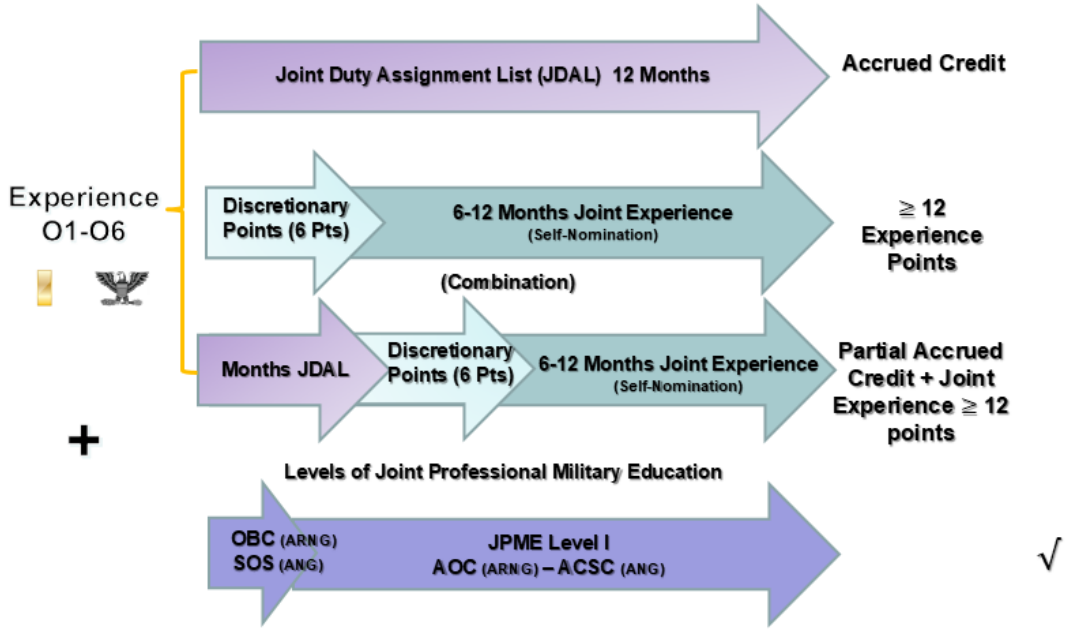


Figure 5-2
Path to Joint Qualification Level III (JQO)

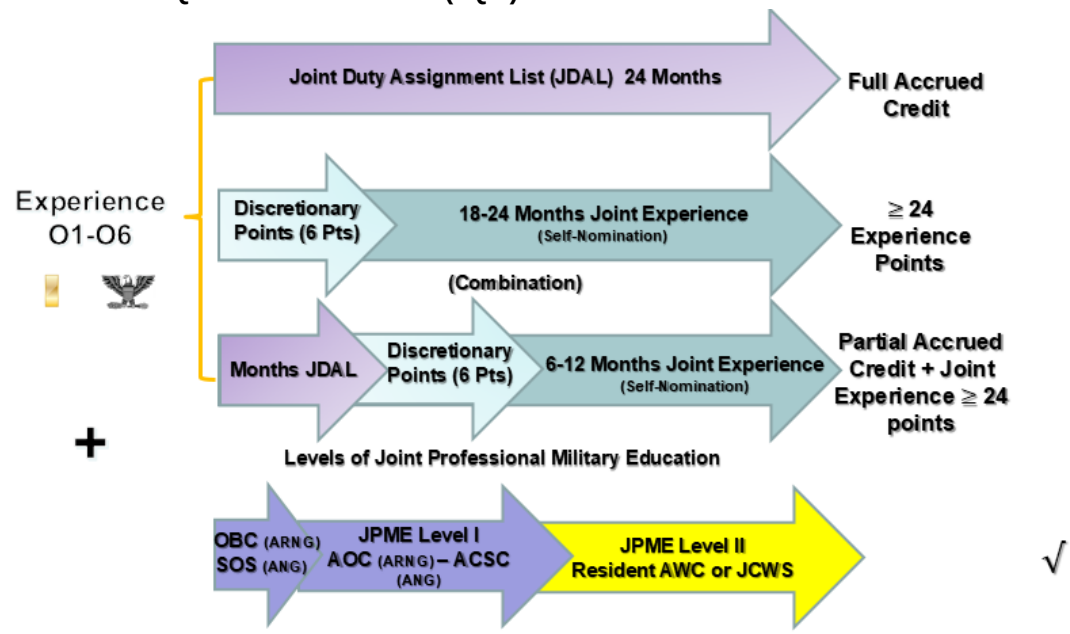
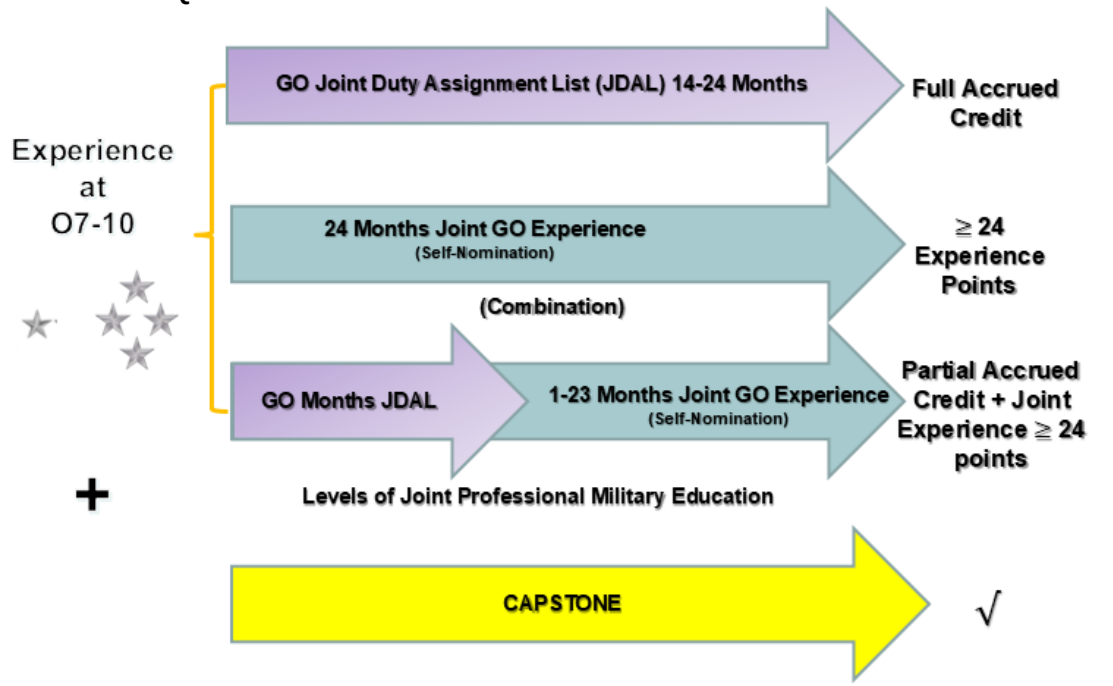


Figure 5-3
Path to Joint Qualification Level IV



Appendix A
References

Unless otherwise stated, all publications are available at:

Office of Law Revision Counsel United States Code; http://uscode.house.gov/

Army Publishing Directorate; http://www.apd.army.mil/

National Guard Bureau Publications and Forms Library; https://www.ngbpmc.ng.mil/

Army National Guard Personnel Policy Division; https://www.milsuite.mil/book/groups/personnel-policy-division-arng-hrh

Kansas National Guard - Guard Knowledge Online;
https://states.gkoportal.ng.mil/states/KS/ePubs/default.aspx

Required Publications

AR 623-3
Evaluation Reporting System (06 June 2019)

DA PAM 600-3
Officer Professional Development and Career Management (03 April 2019)
Smartbook DA PAM 600-3 located at https://www.milsuite.mil/book/groups/smartbook-DA-PAM-600-3

Chapter I
Required Publications Not Applicable

Chapter II
Required Publications

DA PAM 600-4
Army Medical Department Officer Development and Career Management (30 March 2020)

NGR 635-102
Officers and Warrant Officers Selective Retention (01 September 2018)

Chapter III
Required Publications

Title 32, USC, § 308
Federal Recognition of Officers: Temporary Recognition (10 Aug 1956; 28 Jan 2008)

ADP 6-22
Army Leadership (31 July 2019)

DA PAM 611-21
Military Occupational Classification and Structure (19 July 2018)
Smartbook DA PAM 611-21 located at https://www.milsuite.mil/book/groups/smartbookdapam611-21

Chapter III
Required Publications Continued

NGR 600-100
Commissioned Officers Federal Recognition and Related Personnel Actions (06 July 2020)

NGR 600-101
Warrant Officers Federal Recognition and Related Personnel Actions (10 September 2018)

PPOM 17-105
Army National Guard (ARNG) Policy for the State Recall Request for Title 10 (T-10) Active Guard Reserve (AGR) Soldiers Called to Mobilization, Professional Development, and T-10/T-32 Exchange Program (ARNG-HRH Policy Memo)

Chapter IV
Required Publications

Department of Defense Instruction 1332.30
Separation of Regular and Reserve Commissioned Officers (11 December 2008)

AR 15-6
Procedures for Administrative Investigations and Boards of Officers (01 April 2016)

AR 40-501
Standards of Medical Fitness (27 June 2019)

AR 25-50
Preparing and Managing Correspondence (10 November 2020)

AR 135-100
Appointment of Commissioned and Warrant Officers of the Army (1 September 1994)

AR 135-155
Promotion of Commissioned Officers and Warrant Officers Other Than General Officers (13 July 2004)

AR 165-1
Army Chaplain Corps Activities (23 June 2015)

AR 350-1
Army Training and Leader Development (10 December 2017)

AR 600-8-2
Suspension of Favorable Personnel Actions (Flag) (11 May 2016)

AR 600-9
The Army Body Composition Program (16 July 2019)

AR 623-3
Evaluation Reporting System (14 June 2019)

DA PAM 623-3
Evaluation Reporting System (27 September 2019)

DA PAM 600-4
Army Medical Department Officer Development and Career Management (30 March 2020)

NGR 600-100
Commissioned Officers Federal Recognition and Related Personnel Actions (06 July 2020)

Chapter IV
Required Publications Continued

NGR 600-101
Warrant Officers Federal Recognition and Related Personnel Actions (10 September 2018)

PPOM 17-018
ARNG Chaplain Captain Certification Review (CCCR) Implementation Instructions (28 March 2017)

PPOM 19-029
Modification to NGR 600-101 TIG Promotion Eligibility (04 June 2019)

PPOM 19-042
Revision of Minimum Warrant Officer Education System (WOES) Requirements for Promotion Eligibility (22 November 2019)

Chapter V
Required Publications

10 U.S.C. Chapter 38
Joint Officer Management

DoDI 1300.19
DoD Joint Officer Management (JOM) Program (03 April 2018)

CNGBI 1704.01
National Guard Joint Officer Management Program (19 October 2016)

CNGBI 1001.01
National Guard Joint Force Headquarters-State (29 June 2016)

Appendix B
Leader Development Assignment Panel Procedures

1-1. Introduction – ADRP 6-22 defines leadership as "influencing people by providing purpose, direction, and motivation while operating to accomplish the mission and improving the organization." Leader development is the deliberate, continuous, sequential, and progressive process and is achieved through the lifelong synthesis of the knowledge, skills, and experiences gained through institutional training and education, operational (on the job) experiences, and self-development.

1-2. Responsibilities

a. The Commander, KSARNG serves as the senior Army policy official for the Leader Development Assignment Panels (LDAP) management program and provides Army supervision of the policy formulation, procedures, goals, architecture, and standards.

b. The Judge Advocate General (TJAG), on request, reviews the KSARNG career management program to verify the legality of proposed changes and inquiries.

c. Final decision authority rests with the Commander, Kansas Army National Guard for all LDAP selections/assignments.

1-3. General – This appendix provides specific guidance for LDAP conduct and associated outputs.

a. LDAPs convene twice a year to develop and refine a centralized selection list for officers assigned to the KSARNG. Upon receipt of the results generated by the OCMBs, Leader Development Assignment Panels (LDAP) convene to develop slating rosters, select for promotion, make selections for command, key developmental (KD) assignments, broadening assignments and academic year school selections.

NOTE: LDAP members are required to attend the LDAP sessions. Members unavailable for participation must request in writing to the Commander, KSARNG for permission to have XO participate with full authority. 100% LDAP representation is mandatory.

b. During 4th quarter (fall) LDAPs reconvene to further refine and validate the outputs generated from the Assignment Selection & Promotion Process conducted in 2nd quarter (spring). In the event one of the lists needs to be amended, the appropriate LDAP considers any new or additional information and makes final adjustments to the list.

c. This LDAP process encompasses the assignments at the company and field grade levels and generates the following outputs:

(1) Promotion Selection List

(2) Command Selection List

(3) Next FY Assignments List

(4) Academic Year School Selections (CGSOC, Dual Status Commander courses, etc)

1-4. LDAP Responsibilities

a. OPM

(1) Establish LDAP suspense dates

(2) Notify MSCs and coordinate meeting to scrub rosters IAW published LDAP MOI

(3) Draft guidance for Commander, KSARNG

(4) LDAP appointment order

(5) Provide OCMB Results

(6) Projected promotion opportunities by grade

(7) Roster of current vacancies as well as projected vacancies by MSC with the list of eligible personnel (e.g. Rank, Branch, Status, etc.)

(8) Expertise on discussions focused on functional and branch qualifying assignments

(9) Generate results and publish upon approval from Commander, KSARNG

(10) Facilitate AAR for process improvement

b. MSCs – (**S:** TBD by the DOP each year)

(1) Meet with OPM to verify roster of assigned officers

(2) Consolidate additional documents for board review (Career Goal Planning Tool found in Enclosure C)

(3) Provide projected command opportunities 12 to 18 months out

NOTE: It is customary for battalion commanders and brigade AOs to consult their brigade commanders regarding command and other key developmental nominations prior to the LDAP. This is intended to facilitate total command involvement in the nomination process as well as to ensure a consistent message is presented to the LDAP during command selection.

(4) Be prepared to discuss requests for command extensions 12 to 18 months out

(5) Provide list of KD opportunities 12 to 18 months out (IAW DA PAM 600-3)

(6) Provide list of broadening opportunities (as applicable to the positions within the KSARNG force structure)

(7) Provide list of pending transfers, retirements, ISTs etc. This serves to provide the LDAP accurate information for the assignment/selection process by each LDAP

1-5. LDAP Conduct

a. When a board is convened, the board members shall take an oath. The oath articulates the board member responsibilities and precludes them from divulging the proceedings and results of the board except to proper authorities.

b. If determined necessary by the President of the Board, the Recorder provides a briefing to explain the consideration process. The President may provide additional guidance and clarify selection criteria for assignment selection.

c. Company Grade LDAP outputs

(1) Action 1: TOE Command Selection

(2) Action 2: TDA Command Selection

(3) Action 3: Primary Staff Assignments (S1, S2, S6, etc)

(4) Action 4: Broadening Opportunities

(5) Action 5: Specialty Selections (Broadening Opportunities if available)

d. Field Grade LDAP outputs

(1) Action 1: Promotion Selection List (MAJ - LTC)

(2) Action 2: MTOE BN Command Selection

(3) Action 3: TDA BN Command Selection

(4) Action 4: MTOE BDE KD Assignments (S3, XO, SPO)

(5) Action 5: MTOE BDE KD Assignments (Staff – S1, S2, S4, S6)

(6) Action 6: TDA BDE KD Assignments (S3, XO)

(7) Action 7: TDA BDE KD Assignments (Staff – S1, S2, S4, S6)

(8) Action 8: Broadening Opportunities (TDA, T10, Total Force assignments)

(9) Action 9: Academic Year School Selections (Resident CGSOC)

(10) Action 10: Specialty Selections (Broadening Opportunities if available)

(11) Action 11: T32/10 SWAP opportunities and designation

e. Post Board Process and Actions – Upon completion of the LDAP selection process, the outputs are presented to the Commander, KSARNG for approval. The results are maintained within the G1 and presented to KSARNG Senior Leaders for review. OPM consolidates all documents and schedule an appointment with the Adjutant General to provide a verbal after action report (AAR).

f. Authorizations resulting from mobilizations – In the event LDAP members are unable to participate in the LDAP process due to mobilization, the board president may delegate or approve suggested representation or assign the DOP to serve as proxy for the deployed member.

1-6. Leader Development Assignment Panels Member Composition

COMPANY GRADE LEADER DEVELOPMENT ASSIGNMENT PANEL MEMBERSHIP	
President:	DCoS-A, KSARNG
Member:	CoS, 35th Infantry Division
Member:	BN Commanders
Member:	BDE Administrative Officers (AOs)
Member:	Deputy CDR , KSARNG Medical Detachment
Non-Voting Member:	G1 KSARNG (or deputy)
Non-Voting Member:	G3, KSARNG (or deputy)
Non-Voting Member:	G4, KSARNG (or deputy)
Non-Voting Member:	Military Intelligence Senior Branch Mentor
Non-Voting Member:	Signal Corps Senior Branch Mentor
Admin:	OPM Representatives
Admin:	HRO Representative

FIELD GRADE LEADER DEVELOPMENT ASSIGNMENT PANEL MEMBERSHIP	
President:	Commander, KSARNG
Member:	CoS, KSNG (If Army Officer)
Member:	DCoS-A, KSARNG
Member:	DCG (KS) 35th Division (CoS if DCG is non-KS officer)
Member:	BDE Commanders
Member:	Commander, KSARNG Medical Detachment
Non-Voting Member:	G1, KSARNG
Non-Voting Member:	G3, KSARNG
Non-Voting Member:	G4, KSARNG
Non-Voting Member:	G6, KSARNG
Non-Voting Member:	SAAO, KSARNG
Non-Voting Member:	DPW, KSARNG
Non-Voting Member:	State Surgeon, KSARNG
Admin:	OPM Representatives
Admin:	HRO Representative

Enclosure A – SAMPLE Memorandum to the President of the Board

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DEPARTMENT OF THE ARMY
ORGANIZATION
STREET ADDRESS
CITY STATE ZIP

Office Symbol Date

MEMORANDUM FOR President, FY 2021 Company Grade/Field Grade OCMB

SUBJECT: Letter to the President of the FY 21 Company Grade/Field Grade OCMB

1. Body of Memo. Written IAW AR 25-50, grammatically correct, and free of spelling errors. Use one or two paragraphs to succinctly inform the board of the specific issue(s) you wish to explain that is/are not otherwise reflected in your board file. An officer under consideration may write to the selection board inviting attention to any matter of record deemed vital to his or her consideration. Any written communication considered by a selection board will become a matter of record. It will be maintained with the records of the board. Written communications to boards, including enclosures, are privileged communications and will not be filed in the officer's OMPF. If enclosures are used, refer to them in the body of the letter. Replace the highlighted text above with text specific to your board and unit.

2. Use your best judgment when deciding whether or not to write a letter to the Board President. A letter should only be written if you believe that board members will have questions regarding your file.

3. Do not include OER drafts that have not been submitted to HRC. Do not include superfluous information or enclosures. Do not exceed one page.

SIGNATURE BLOCK

Enclosure B – Soldier Records Validation Memo

FY21 Kansas Army National Guard Officer Career Management Board Record Validation

S:

Soldiers Records Validation

Name:

Unit:

Duty Position:

Are you current on APFT: If no then last date taken:

Are you current on PHA: If no then last date take:

Are you current on OER's:

OER's delinquent *(Greater than 90 days past THRU Date):*

Dates (From-Thru)	Duty Position	Rater	Senior Rater	Comments

I have reviewed my Officer Military Personnel File (OMPF) with my personnel Officer/NCO. I

have reviewed and validated my Officer Record Brief (ORB) with my personnel Officer/NCO.

Comments *(not addressed in letter to the president, if any)*:

Signature *(date)*

Enclosure C – Officer Career Goal Planning Tool

KANSAS ARMY NATIONAL GUARD OFFICER CAREER GOAL PLANNING TOOL FY 2021					
PURPOSE: The Officer Career Goal Planning Tool is used for counseling and developing officers in the grade of O1-O4 and a mechanism for the officer to provide their career and assignment preferences. For use of this form see KSARNG SOP 600-100-1.					
INSTRUCTIONS	1. Officers in the grade O1-O4 must complete all highlighted fields. If an officer's branch or MOS is not listed in the drop down, the officer may enter they own branch and MOS into the form.				
	2. Refer to page 2 for KSARNG Officer Career Map for Branch Specific and Functional Area Assignment Opportunities and information.				
	3. Functional Area Designation and Preference are optional. An officer should not express interest in a Functional Area Designation unless they are willing to become qualified in that area and assigned to a subsequent utilization tour.				
	4. The form must be completed and returned digitally. Scanned copies will not be accepted.				
PART I - ADMINISTRATIVE					
NAME (LAST, FIRST, MI	GRADE/RANK	BRANCH	PMOS	SMOS	
PRIMARY PHONE		PRIMARY EMAIL			
ALTERNATE PHONE		ALTERNATE EMAIL			
PART II - EDUCATION					
HIGHEST MILED COMPLETED		HIGHEST CIVED COMPLETED			
PART III – CAREER/ASSIGNMENT PREFERENCES					
	MAJOR COMMAND	CAREER FIELD	FUNCTIONAL AREA		
1ST PREFERENCE					
2ND PREFERENCE					
3RD PREFERENCE					
ADDITIONAL COMMENTS:					
PART IV – AUTHENTICATION & VERIFICATION					
NAME OF RATER (LAST, FIRST, MI)	GRADE/RANK	DUTY POSITION	DATE OF COUNSELING		
NAME OF SENIOR RATER (LAST, FIRST, MI)	GRADE/RANK	DUTY POSITION	DATE OF COUNSELING		
PAGE 1 OF 2					

KANSAS ARMY NATIONAL GUARD OFFICER CAREER GOAL PLANNING TOOL FY 2021

FUNCTIONAL AREA DESIGNATION INFORMATION

Officers designated into Functional Areas (FA) should expect training and education opportunities to focus on their areas of specialization and include progressive and repetitive assignments of increasing responsibility.

Reserve Component (RC) officers are awarded FAs based upon the needs of the Army, the officer's geographic location, individual experience, education, and training. FA assignments offer officers flexibility and opportunities for additional assignments in the Army National Guard.
Officers who received a FA designation while on active duty may continue to serve in the designated FA or may request awarding of a different FA based upon availability of assignments and the needs of the Kansas Army National Guard (KSARNG).

FA designators are awarded once all FA prerequisites have been met and the officer requests FA designation. Detailed information educational requirement and prerequisites can be found at https://www.milsuite.mil/book/groups/smartbook-DA-PAM-600-3 (CAC Enabled). KSARNG FA Opportunities can be found in the FY21 Officer Position Book located at https://www.kansastag.gov/NGUARD.asp?PageID=8 or https://kansasarmynationalguard.com/officerbasic.shtml.

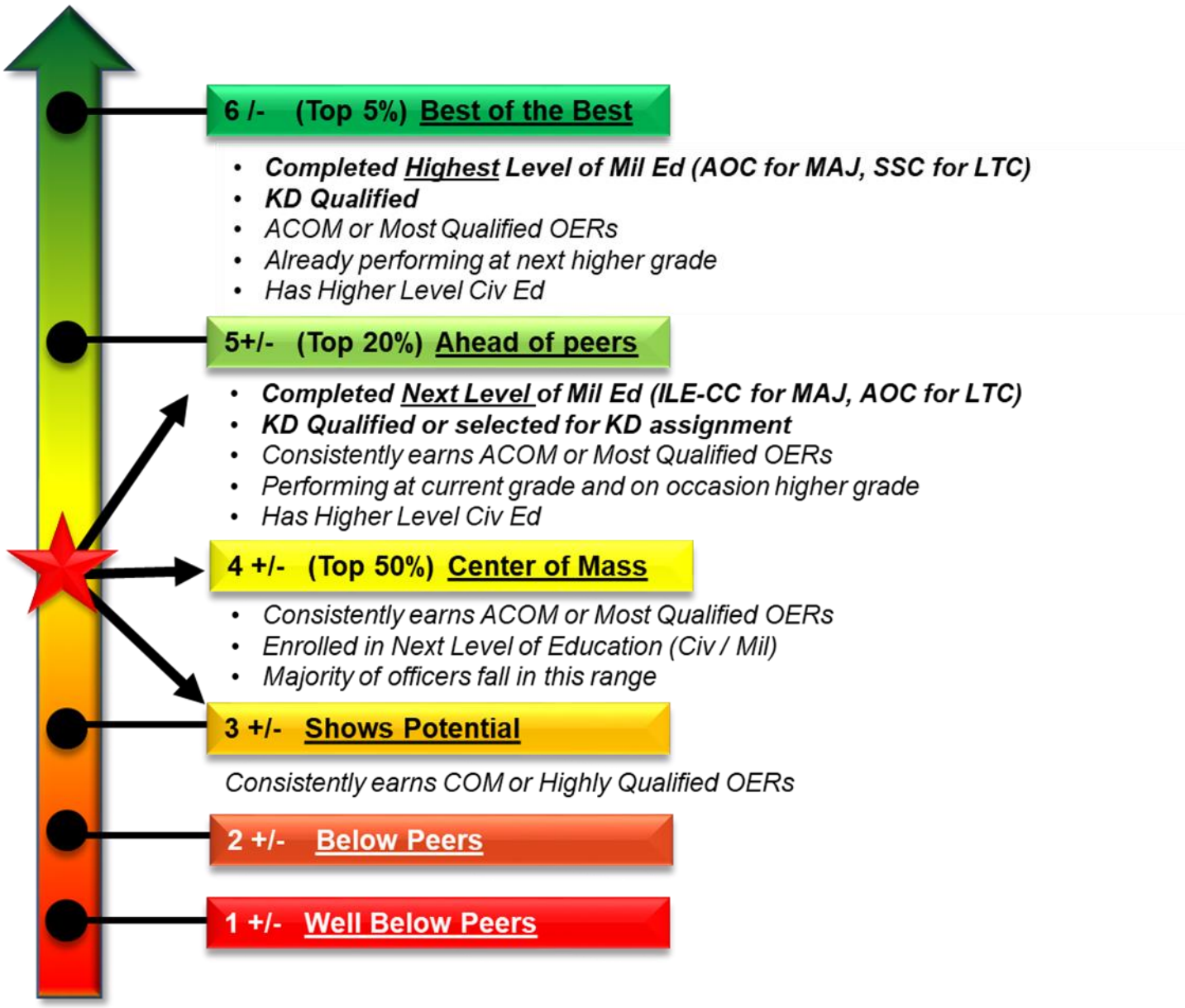
CAREER MAP

SELECT FROM BRANCH OR FUNCTIONAL AREA BELOW TO VIEW CAREER MAP	
AG	AI
AN	AR
AV	BI
CI	CH
CM	CY
DC	EN
FA	FD
FI	IN
IO	JA
LG	MC
MI	MP
MS	ORSA
PA	PO
RD	SC
SJ	SM
SP	RESET

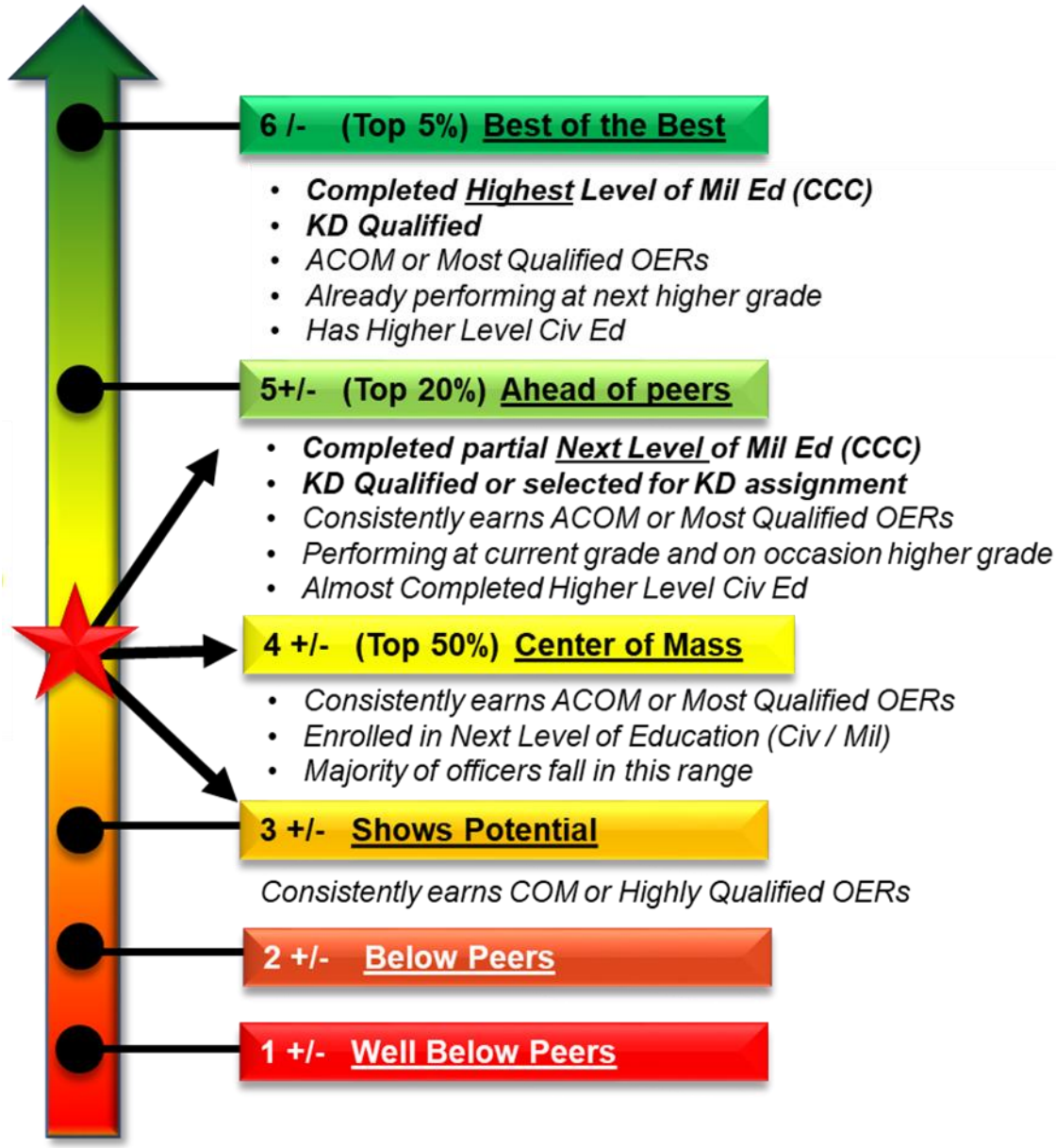
PAGE 2 OF 2

Enclosure D – Word Picture Scoring

FIELD GRADE



COMPANY GRADE



Glossary
Abbreviations

1LT	First Lieutenant
2LT	Second Lieutenant
AAR	after action report
AD	Active Duty
ADC	Assistant Division Commander
ADOS	Active Duty Operational Support
ADRP	Army Doctrine Reference Publication
AFS	Active Federal Service
AGR	Active Guard Reserve
AMEDD	Army Medical Department
AN	Nurse Corps
AO	Administrative Officer
AOC	Area of Concentration, Advanced Operations Course
ACFT	Army Combat Fitness Test
APFT	Army Physical Fitness test
AR	Army Regulation
ARNG	Army National Guard
ARNG-HRH-W	Army National Guard Warrant Officer Branch
ASI	Additional Skill Identifier
ASMB	Active Service Management Board
ASU	Army Service Uniform
AT	Annual Training
ATAG	Assistant Adjutant General - Army
BAO	Bi-Lateral Affairs Officer
BDE	Brigade
BN	Battalion
BOLC	Basic Officer Leadership Course
BZ	below the zone
CCWO	Command Chief Warrant Officer
CEO	Certificate of Eligibility
CGSOC	Command and General Staff Officer Course
CJCS	Chairman Joint Chief of Staff
CLASP	Command Leadership Assignment Program
CLPCC	Company Level Pre-Command Course
CNGBI	Chief National Guard Bureau Instruction
COL	Colonel
CoS	Chief of Staff
CPT	Captain
CSA	Chief of Staff Army
CRM	Customer Relations Management
CW2	Chief Warrant Officer Two
CW2	Chief Warrant Officer Two
CW3	Chief Warrant Officer Three
CW3	Chief Warrant Officer Three
CW4	Chief Warrant Officer Four
CW4	Chief Warrant Officer Four
CW5	Chief Warrant Officer Five

CW5	Chief Warrant Officer Five
DA	Department of the Army
DA PAM	Department of the Army Pamphlet
DC	Dental Corps
DCoS-A	Deputy Chief of Staff-Army
DDE	Department of Defense Education
DoDI	Department of Defense Instruction
DOP	Director of Personnel
DOR	Date of Rank (Known as Grade Entry Date in IPPS-A)
EES	Evaluation Entry System
E-JDA	Experience - Joint Duty Assignment
FAO	Foreign Affairs Officer
FAO	Functional Area
FLAG	Suspense Of Favorable Personnel Actions
FRB	Federal Recondition Board
FS	Force Sustainment
FSD	Force Sustainment Division
FTUS	full-time unit support
FY	Fiscal Year
GOSC	General Officer Steering Committee
HCM	Human Capital Management
HRH	Personnel and Readiness Division
HRO	Human Resources Office
IAW	In Accordance With
IPPS-A	Integrated Personnel and Pay System—Army
IRR	Individual ready Reserve
ISR	Intelligence, Surveillance, and Reconnaissance
JAG	Judge Advocate Corps
JCWS	Joint Combined Warfighting School
JDA	Joint Duty Assignment
JDAL	Joint Duty Assignment List
JOM	Joint Officer Management
JDA	Joint Duty Assignment
JPME	Joint Military Education Level
KD	Key Developmental
KSARNG	Kansas Army National Guard
LCM	Life Cycle Management
LDAP	Leader Development Assignment Panels
LOA	Letter of Acceptance
LTC	Lieutenant Colonel
MAJ	Major
MC	Medical Corps
MEL	Military Education Level
OD	Operations Division
MOS	Military Occupational Specialty
MRD	Mandatory Removal Date
MRO	Mobilization Readiness Officer
MS	Medical Service Corps
MSC	Major Subordinate Command
MTOE	Modified Table of Organization and Equipment

NG	National Guard
NGB	National Guard Bureau
NGB-GO	National Guard Bureau - General Officer
NLT	no later than
OCMB	Officer Career Management Board
OCS	Officer Candidate School
OD	Operational Division
OPM	Officer Personnel Management
OS	Operations Support
OSD	Operational Support Division
OSM	Officer Strength Manager
OTOT	One Time Occasional Tour
PAR	Personnel Action Requests
PCC	Pre-Command Course
PHA	Periodic Health Assessment
PISB	Personnel Information Service Branch
PME	Professional Military Education
PPOM	Personnel Policy Operational Memorandum
QTR	Quarter
R&R	Recruiting and Retention
RA	Regular Army
RC	Reserve Component
REFRAD	release from active duty
ROPMA	Reserve Officer Personnel Management Act
ROTC	Reserve Officer Training Corps
S1	Personnel/Administration
SF	Standard Form
SIDPERS	Standard Installation/Division Personnel System
S-JDA	Standard - Joint Duty Assignment
SP	Medical Specialty Corps
SPMD	Support Personnel Manning Document
SPP	State Partnership Program
Sr	Senior
SRB	Selective Retention Board
SSC	Senior Service College
SUTA	Split Unit Training Assembly
T10	Title 10
TAG	The Adjutant General
TDA	Table of Distribution and Allowances
TIG	Time in Grade
TJAG	The Judge Advocate General
TOE	Table of Organization and Equipment
TRADOC	Training and Doctrine Command
USAR	Army Reserve
USAWC	United States Army War College
USR	Unit Status Report
UVP	Unit Vacancy Promotion
VC	Veterinary Corps
WO1	Warrant Officer One
WOBC	Warrant Officer Basic Course

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