



SECRETARY OF THE ARMY
WASHINGTON

21 JAN 2014

MEMORANDUM FOR PRESIDENT AND MEMBERS, FISCAL YEAR 2014 (FY14)
LIEUTENANT COLONEL (LTC), ARMY, MANEUVER, FIRES & EFFECTS (MFE),
OPERATIONS SUPPORT (OS) AND FORCE SUSTAINMENT (FS) PROMOTION
SELECTION BOARDS

SUBJECT: Instructions for the FY14 LTC, Army, MFE, OS and FS Promotion Selection Boards

1. Authority. These selection boards are convened under provisions of Title 10 U.S.C. §611(a) to consider officers from the MFE, OS and FS competitive categories for promotion to the grade of lieutenant colonel.

2. Membership.

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

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

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

4. Guidance. There are many qualities that I seek in all of our leaders. Because it is difficult to predict the exact combination of challenges our forces will face, we must field versatile land forces capable of dominance across the range of military operations. Select officers who are capable of leading and running our Army. While I understand that the job you are undertaking is difficult, reviewing and choosing future leaders is our most important job. We seek leaders who are defined by their strength of character, competence in a broad range of environments, and an unshakable commitment to Army

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culture and values. Selection to lieutenant colonel establishes a talent pool bench from which the Army will select future BCT, MSB and other equivalent level commanders and Army leaders. This bench needs to reflect a broad experiential background sufficient to include high potential officers capable of filling future general officer requirements both in the operational arena as well as specialized functional areas, such as programming, budgeting, strategic communication, ACSIM, OCLL, Finance and Public Affairs. We have learned, for example, that an expeditionary Army needs senior officers with financial and contractual skills, such as those within the Defense Contract Management Agency, to run operations that compare in size and complexity to the world's biggest businesses. Our future leaders must also understand the critical role played by the media in the 21st Century security environment and work effectively with Congress, other services, government agencies, and our allies. They must demonstrate the intellectual, moral and physical characteristics that indicate their potential for enduring service in the profession of arms. In fulfilling your important task to select our future Army leaders, you should be guided by these concepts from FM 3-0, Change 1, Operations (22 Feb 11), Army leaders must be:

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

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

c. Warrior Ethos and Service Ethos. The Warrior Ethos refers to the professional attitudes and beliefs that characterize the American Soldier. It reflects a Soldier's

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selfless commitment to the nation, mission, unit, and fellow Soldiers. Army Civilians, while not warfighters, embody the principles of the Warrior Ethos through a service ethos that suffuses their conduct of duty with the same attitudes, beliefs, and commitment. The Warrior Ethos is developed and sustained through discipline, commitment to the Army Values, and pride in the Army's heritage. Lived by Soldiers and supported by Army Civilians, the Warrior Ethos is the foundation for the winning spirit that permeates the institution.

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

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

e. Attributes. Look for leaders who are able to break out of habitual thought patterns and improvise; who challenge the conventional wisdom; and who ask hard questions and encourage others to do the same. Our leaders must be innovative and demonstrate creativity in generating new ideas and objectives. They must be able to lead Soldiers and influence others in achieving their target. Leaders must have the

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conceptual ability to adapt to changing situations and must successfully perform outside of their conventional training and experience.

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

g. Leading Change. We need leaders who are committed and willing to examine and develop new solutions for an evolving and dangerous world. Give special attention to officers who can:

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

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

(3) recognize and adapt amidst uncertainty and ambiguity.

h. Diversity. The strength of our Army comes from our diversity. We need leaders who understand that unit effectiveness depends on the ability of people of different backgrounds to work together. With a culture that embraces diversity, the Army is able to operate successfully across the Nation and around the world. Army leaders in particular, manage and promote diversity by creating and maintaining an inclusive environment where individual attributes are accepted, understood and valued – inspiring all Soldiers to be culturally astute, agile and adaptive public servants. Officers should devote special attention to growing diversity within the ranks.

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

j. Experience and Education. It is important that the officers you select have the right mix of field and headquarters experience, and the training and education to meet the current and future leadership requirements of both the Army and the Joint Force.

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To operate effectively at the strategic and national levels of government, it is critical to have the right officers leading our forces. With our forces supporting multiple and simultaneous operations around the globe, experience gained through deployments and in other challenging assignments prepare our officers to lead. Experience counts. Select those officers who have demonstrated the capability and potential to step into the toughest assignments and succeed from day one. These officers must be ready to deal with complex issues, not only inside the Army, but also at the senior levels of our government in the joint, interagency, and allied arenas. They will espouse mission command functions, build trust, collaborate, take initiative and create context necessary among leaders in decentralized operations. They must be able to work with members of other Services and governmental agencies and win the willing cooperation of multinational partners, both military and civilian. Leaders must possess relevant technical, tactical, joint, cultural, and geo-political knowledge.

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

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

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

n. **Assignment Considerations.** All assignments are important to sustain a trained and ready Army. Each career field in the Army Competitive Category places unique demands on the officer corps and serves an important Army need. The absence of

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command, combat experience or support of deployed forces, for example, shall not be a basis for non-selection.

(1) Recruiting Experience/Assignments. Maintaining the quality of this force is essential to the long-term health of the Army. It is every leader's responsibility. Board members should consider the unique nature and demands of a recruiting assignment and give it appropriate consideration in the overall evaluation of each officer's record. Strong leadership, effective communication, interpersonal skills, and outstanding military bearing are most important as these officers represent the Army in many exceptionally high profile venues across the nation and around the world.

(2) Unique Key and Developmental Positions. Given the current operational environment, pay particular attention to officers with service on, or with, Transition Teams and/or Provincial Reconstruction Teams (PRTs). Leaders in these billets have a strategic impact. These billets have been deemed key and developmental positions.

(a) Afghanistan Pakistan Hands (APH) Program. The APH has been developed to create greater continuity, focus and persistent engagement across the battlefield. The APH Program develops and uses a cohort of experts who speak the local language, are culturally attuned, and are focused on the problem for an extended period of time. These individuals are developing valuable combat and nation-building skills under stressful conditions that should be retained and used for future application. APH assignments may not be typical of the officer's traditional career path, but are considered vital to the successful prosecution of Overseas Contingency Operations and the National Defense Strategy.

(b) Transition Teams. Transition teams perform an extremely important function in the Global War on Terror. Specifically, transition teams are the key force multiplier; that will enable the United States to handover security responsibilities to host nation security forces. Transition teams live and operate under very austere conditions and are embedded within coalition units at the battalion, brigade, and division level. The members of the teams serve as advisors as well as the coalition link to force enablers for the command group and their staff. They directly represent the United States of America and are charged with coaching, teaching, and mentoring host nation security forces while simultaneously conducting combat operations as an embedded part of the host nation security force. The board will understand the challenging nature and demands of these jobs and provide appropriate consideration in the overall evaluation of each officer's record.

(c) Provincial Reconstruction Teams (PRT) assist foreign governments in stabilizing the countries, encouraging international and non-governmental organizations

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to operate in rural areas, and facilitating reconstruction. Their primary functions focus on the coordination of the reconstruction process, identification of reconstruction projects, conducting change assessments, and liaising with regional commanders. Members of the PRTs work closely with provincial governors, local leaders and elders, foreign ministers, the United Nations, and other international agencies. PRTs operate in remote areas where other non-governmental organizations traditionally have no presence, providing a more stable and secure environment and a tangible oversight of central government programs.

(d) Warrior Transition Units (WTU) and Community Based Warrior Transition Units (CBWTU) were established to ensure our wounded, ill, and injured Soldiers receive timely and coordinated medical care and to ensure successful transitions either back to the force or back to their community as productive citizens. The operating environment in a WTU is an extremely challenging, and assignment to a WTU as a cadre member carries with it significant responsibility. Cadre who serve in WTUs/CBWTUs must demonstrate superior maturity and possess exceptional leadership, communication and problem solving skills. A successful tour as a WTU/CBWTU Commander or Executive Officer is recognized as a key developmental position; other cadre positions are considered broadening assignments which enable officers to be assigned to challenging leadership positions in future assignments.

o. Promotion Policy Objectives for Joint Officers. When reviewing the records of officers who are serving in (SI) or have served (HS) in joint duty assignments, ensure appropriate consideration is given to the joint duty assignment performance and bear in mind the joint promotion objectives described below. However, these joint promotion objectives are not mandatory selection requirements and should not be interpreted as modifying your duty to select the best qualified officers from the total considered population.

(1) Officers who are SI or HS on the Joint Staff are expected, as a group, to be promoted to the next higher grade at a rate not less than the rate for officers of the Army in the same grade and competitive category who are SI or HS on Headquarters Staff, Department of the Army (HQDA).

(2) Officers who have been designated as a Joint Qualified Officer (JQO) are expected, as a group, to be promoted to the next higher grade at a rate not less than the rate for all officers of the Army in the same grade and competitive category under consideration by each board.

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(3) Officers who are SI or HS within the OSD are expected, as a group, to be promoted at a rate not less than the rate for officers in the Army in the same grade and competitive category who are SI or HS on Headquarters Staff, HQDA.

(4) Officers who are SI or HS in standard joint duty assignments (S-JDA) are expected, as a group, to be promoted to the next higher grade at a rate not less than the rate for all officers in the Army in the same grade and competitive category under consideration by each board.

p. Promotion Rate for Acquisition Corps Officers. In accordance with Sections 1702 and 1731, Title 10, U.S. Code, and DODI 1320.14 dated September 24, 1996, officers in the Acquisition Corps are expected, as a group, to be promoted at a rate not less than the rate for all line (or the equivalent) officers in the Army in the same grade. These promotion objectives are not mandatory selection requirements and should not be interpreted as modifying your duty to select the best qualified officers from the total considered population.

q. Leading change. We need leaders who are committed and willing to examine and develop new solutions for an evolving and dangerous world. Give special attention to officers who can:

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

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

(3) recognize and adapt amidst uncertainty and ambiguity.

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

5. Equal Opportunity.

a. The success of today's Army comes from total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. People

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remain the cornerstone of readiness. To this end, equal opportunity for all Soldiers is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army, but is especially important to demonstrate in the selection process. To the extent that each board demonstrates that race, ethnic background, and gender are not impediments to selection for school, command, and promotion, our Soldiers will have a clear perception of equal opportunity in the selection process. The diverse backgrounds, ideas, and insights offered by Soldiers and citizens of all races and of both genders are a great source of strength for our Nation and our Army. We can best ensure that this source of strength endures by your strict avoidance of the consideration of any factors other than merit and ability as specified elsewhere in this memorandum of instruction in the selection of Soldiers for promotion and other favorable personnel actions.

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

6. Additional Guidance.

a. Department of the Army Memorandum (DA Memo) 600-2, dated 25 September 2006 and Department of Defense Instruction (DoDI) 1320.14, dated 24 September 1996 (as modified by the USD (P&R) memorandum, dated 12 February 2007, Subject: Officer Appointments – Exemplary Conduct), provide administrative procedures, oath for selection board members, general requirements, guidance concerning the conduct of the selection board, disclosure of information, information to be considered or prohibited from consideration, criteria for selection, and information regarding officer evaluation reports. In addition, DA Memo 600-2 provides guidance on the factors to consider in determining the professional qualifications and future potential of individual officers. Prior to beginning board operations, the board president will review the contents in this Memorandum of Instruction (MOI) with all board members present, and confirm that they all understand the guidance expressed. The board will abide by this guidance and

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will not establish criteria other than those specified in this Memorandum of Instruction, DoDI 1320.14, and DA Memo 600-2.

b. Except as discussed in DA Memo 600-2, paragraph 6 and DoDI 1320.14, do not communicate with anyone except a recorder or me concerning these boards. After the board report is signed and a draft After Action Review (AAR) is submitted to the Deputy Chief of Staff (DCS) G-1, board members are authorized to discuss board proceedings with the Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA (M&RA)), the DCS, G-1, or their representatives prior to recess. You will not disclose specifics pertaining to the selection or non-selection of individuals during such a discussion.

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

d. As a board member you will familiarize yourself with, and have present in the boardroom, DA Pam 600-3, Commissioned Officer Professional Development and Career Management, dated 1 Feb 10. In your duties as a board member, use this not as selection specific criteria, but as a guide in your deliberations, keeping in mind the evolving strategic environment, the gravity of our responsibilities, and the broad range of tasks the Army performs.

e. Adverse Information.

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

(2) A board may not recommend an officer for promotion unless a majority of the members of that board, after consideration by all members of that board of any adverse information about an officer that is provided to that board under the provisions of 10 U.S.C. § 615, finds that the officer is among the officers best qualified for promotion to meet the needs of the Army consistent with the requirement of exemplary conduct set forth in 10 U.S.C. § 3583.

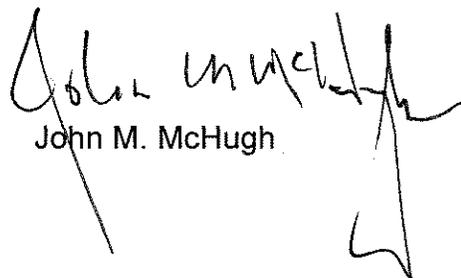
(3) Section 3583 states that all commanding officers and others in authority in the Army are required to show in themselves a good example of virtue, honor,

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patriotism, and subordination; to be vigilant in inspecting the conduct of all persons who are placed under their command; to guard against and suppress all dissolute and immoral practices, and to correct, according to the laws and regulations of the Army, all persons who are guilty of them; and to take all necessary and proper measures, under the laws, regulations, and customs of the Army, to promote and safeguard the morale, the physical well-being, and the general welfare of the officers and enlisted persons under their command or charge.

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

Encls


John M. McHugh



MOCK PROMOTION WORD PICTURE



6 +/- Top Few
Superior Performer
Superior Potential

5 +/- Select Ahead of Peers
Outstanding Performer
Outstanding Potential

4 +/- Select with Peers
Solid Performer
Good Potential

3 +/- Select if there is a Requirement
Average Performer/Potential

FULLY QUALIFIED

2 +/- Do not Select
Weak Performer

NOT FULLY QUALIFIED

1 Show Cause Consideration



SCORE SHEET



<u>OFFICER</u>	<u>SCORE</u>
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OFFICER 1	_____
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OFFICER 2	_____
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OFFICER 3	_____
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OFFICER 4	_____
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OFFICER 5	_____
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OFFICER 6	_____
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