



DEPARTMENT OF THE ARMY
U.S. ARMY HUMAN RESOURCES COMMAND
1600 SPEARHEAD DIVISION AVENUE, DEPARTMENT 400
FORT KNOX, KY 40122-5400

AHRC-PDZ-A (RN135-155b1)

20 April 2022

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Promotion List for Fiscal Year 2022 (FY22) Reserve Component (RC), Colonel (COL), Army Promotion List (APL), Army National Guard of the United States (ARNGUS), Army Reserve Active Guard Reserve (AR AGR), and Army Reserve Non-Active Guard Reserve (AR Non-AGR), Competitive Categories, Promotion Selection Board (PSB) Zones of Consideration

1. Reference:

a. MILPER Message 21-184, 2 June 2021, Subject: Fiscal Year 2022 (FY22) Reserve Component (RC), Colonel (COL), Army Promotion List (APL), Army National Guard of the United States (ARNGUS), Army Reserve Active Guard Reserve (AR AGR), and Army Reserve Non-Active Guard Reserve (AR Non-AGR), Competitive Categories, Promotion Selection Board (PSB) Zones of Consideration.

b. MILPER Message 21-182, 2 June 2021, Subject: Fiscal Year 2022 (FY22) Reserve Component (RC), Lieutenant Colonel (LTC), Army Promotion List (APL), Competitive Category (CC), Selection Continuation (SELCON) Board.

c. MILPER Message 21-386, 13 October 2021, Subject: Amendment to Fiscal Year 2022 (FY22) Reserve Component (RC), Colonel (COL), Army Promotion List (APL), Army National Guard of the United States (ARNGUS), Army Reserve Active Guard Reserve (AR AGR) and Army Reserve Non-Active Guard Reserve (AR Non-AGR), Competitive Categories (CC), Promotion Selection Board (PSB).

2. General:

a. The FY22, RC, COL, APL, PSB convened on 08 November 2021 and recessed on 22 November 2021. The Office of the Secretary of Defense approved the board report on 18 April 2022.

b. Enclosure 1 contains the Secretary of the Army's instructions to the board.

c. Upon receipt of this list and at your discretion, you may give the list to your personnel officer in order to allow sufficient time to identify officers recommended and considered within your command. Officers who were not selected for promotion may be informed no earlier than one day prior to the official release date.

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d. Please ensure the list is kept "CLOSE HOLD" until you are authorized to release. Army Regulation (AR) 135-155, Promotion of Commissioned Officers and Warrant Officers Other Than General Officers, paragraph 4-2(b), prohibits the public notification to officers not recommended for promotion until the day prior to the official release. I am sure you agree with the importance of taking positive measures to avoid premature disclosure of the lists.

3. Summary of Board Actions:

Selection:	<u>Above Zone Selection %</u>	<u>In Zone Selection %</u>	<u>Below Zone Selection %</u>
ARNGUS, COL APL	40.9%	74.6%	NA
AR AGR, COL APL	18.5%	56.5%	2.2%
AR Non-AGR, IRR/IMA COL APL	9.8%	20.0%	0%
AR Non-AGR, TPU COL APL	24.4%	42.3%	2.5%

Education Level during Board:	<u>Above Zone</u>	<u>In Zone</u>	<u>Below Zone</u>
ARNGUS, NEQ	15%	7.8%	NA
AR AGR, NEQ	5.6%	0%	6.7%
AR Non-AGR, IRR/IMA NEQ	54.9%	60%	54.8%
AR Non-AGR, TPU NEQ	32.4%	30.8%	26.1%

4. Promotion Lists:

a. HQDA no longer publishes the Board Membership, as Colonel and below board members are not considered public figures. General Officers are considered public figures; however, they will be afforded the same privacy as Colonels and below.

b. Enclosure 2 contains the format which consolidates the promotion list extracts into one list, displaying all officers considered from Above, In, and Below the promotion zones,

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except for Below Zone non-selects. The format will be used to assist Commanders, Military Personnel Divisions (MPD), Director of Human Resources (DHR), Military Human Resources (MHR) Offices, S1s, and other authorized personnel for administrative purposes only. Officers on the list with a "P" in the results status column have been recommended for promotion. Officers on the list with a "MB" in the results status column indicates Merit Based Selection. Officers on the list with a "MB/BZ" in the results status column have been recommended for promotion Merit Based, Below Zone. Officers on the list with a "BZ" in the results status column have been recommended for promotion Below Zone. Officers on the list with a "SC" in the results status column have been recommended for Selected Continuation.

c. Do not publicly display the promotion list in its entirety as the format shows those officers who were considered and not selected for promotion. The AR AGR officers who were recommended for promotion will have a MB, MB/BZ or a sequence number listed beside their name. The AR Non-AGR officers are not promoted by sequence number and therefore do not have sequence numbers listed beside their name. Commanders may use the list to verify promotion eligibility and selection status.

d. Enclosure 2 also contains a column for education for those considered for selection. Officers on the list with "EQ" in the column are Educationally Qualified. Officers on the list with "NB" in the column are missing both Military and Civilian education. Officers on the list with "NC" in the column are missing their Civilian education. Officers on the list with "NM" in the column are missing their Military education.

e. Promotion lists are subject to additional administrative review and are not to be construed as promotion orders. Accordingly, individuals listed herein should not assume that the structure of a list or the presence of a name on a list constitutes a firm forecast for promotion. Promotions will be announced in Human Resources Command (HRC) promotion orders.

f. To preclude promotion of officers who are ineligible under the provisions of AR 135-155, Commanders will ensure continuous review of the lists until the lists are exhausted. Commanders will advise HRC Officer Promotions by electronic means of any ineligible officers listed and not previously reported as required by cited regulations at usarmy.knox.hrc.mbx.tagd-agop-orders-team@army.mil.

g. HRC will not publish the names of selectees that have retired, separated, or departed prior to the official release of the PSB results.

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5. Board demographics: IAW U.S.C. Title 10, §613a and §14104 the proceedings of the Selection Board, including its deliberations and criteria for selection, cannot be disclosed to any person who was not a member of the Board. To increase transparency within the Department of the Army's promotion selection process, additional board demographic information is provided in Enclosure 3.
6. Selective Continuation: Officers recommended for Selective Continuation (SELCON) for military service will soon receive a memorandum notifying them of their SELCON status through command channels. Upon receipt, the officer will need to accept or decline the continued service period on an election statement provided within the notification and return as instructed within 30 days from receipt.
7. Counseling: Counseling for officers not selected for promotion is available through the officer's Commander or through the officer's HQDA career manager. Officers who desire counseling, or who request that information be provided to their Commanders, should contact their career manager.
8. Declination of Promotion: HRC will remove from the promotion list the name of any officer listed herein who declines promotion under provisions of AR 135-155, paragraph 4-28.
9. HQDA Point of Contact: The point of contact at this headquarters is Officer Promotions Branch, (AHRC-PDV-PO), commercial (502) 613-9012, DSN 983-9012, email address is usarmy.knox.hrc.mbx.tagd-rc-officer-promotions@army.mil.

BY ORDER OF THE SECRETARY OF THE ARMY:

Encls
as

SKETCH.ROBERT.
LAWRENCE.11046
67011

Digitally signed by
SKETCH.ROBERT.LAWRENCE.
1104667011
Date: 2022.04.22 14:30:23 -04'00'

ROBERT L. SKETCH
Colonel, AG
Deputy, The Adjutant General

DISTRIBUTION:
General Officers



SECRETARY OF THE ARMY
WASHINGTON

20 OCT 2021

MEMORANDUM FOR PRESIDENT AND BOARD MEMBERS

SUBJECT: Memorandum of Instruction (MOI) for the Fiscal Year 2022 (FY22) Colonel (COL), Army National Guard of the United States (ARNGUS), Army Reserve Active Guard Reserve (AR AGR), and Army Reserve Non-Active Guard Reserve (AR Non-AGR), Army Promotion List (APL) Competitive Categories (CC), Promotion Selection Boards (PSB) – ACTION MEMORANDUM

1. Authority. This selection board is convened pursuant to 10 U.S.C. § 14101 to consider APL officers for promotion to the grade of COL.

2. Introduction. You have been selected to serve on this board because the Army has confidence in your ability to recommend those officers who are best qualified to make the greatest contributions as senior 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 promoting those officers who have best demonstrated leadership, effectiveness and potential for service at higher levels. Your collective responsibilities as board members are, therefore, vital to the future of the Army.
 - a. 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 herein. Your failure to do so may be cause to remove you from this board.

 - b. Additional information. The Officer Personnel Management System (OPMS) has developed a strong bench of talented officers. Your job is to select the best officers to lead the Army into the future. However, certain requirements must be met to ensure a sufficient pool of officers are available for key operational, institutional, and other assignments. Administrative information and eligibility criteria of the officers under consideration are in Annex A. Additional guidance and assignment considerations are in Annex B. Requirements are in Annex C.

3. Guidance. There are many qualities required from our leaders. All must possess the character, competence, commitment and other critical personal behaviors necessary to serve at the highest levels. All must also have a deep and diverse base of professional experience. Fighting our Nation's wars is the Army's mission, therefore, it is difficult to

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predict the challenges the Army and the Nation will face in the future; our culture must embrace and reward leaders who are smart, intellectually agile, innovative, intelligent risk-takers, and strategic critical thinkers. We need leaders capable of leading change, leading our forces in combat, leading joint, interagency, multinational organizations when appropriate to their grades, who have excellent executive management skills, are well-grounded in business practices, and capable of leading effectively at every level. As such, while the purpose of this board is to select COLs, you should only recommend officers of character with potential to serve at higher levels.

a. **Threshold Personal Behaviors.** In selecting the Army's future leaders, you must ensure that all of the officers you recommend meet the following core criteria. Look hard for examples and indications from an officer's career where the officer demonstrated – or failed to demonstrate – the behaviors described below:

(1) **Integrity.** Officers must be leaders who epitomize the Army's Values. They must be beyond reproach morally and ethically; honest in their words and deeds; and take responsibility for all that they say and do.

(2) **Courage.** Officers must be leaders who say and do the right thing, regardless of the consequences. They must show courage under fire. They must be willing to act in the face of criticism, when they are taking a minority position, or when a relationship may be at risk, in order to accomplish the greater good.

(3) **Empathy.** Officers must be leaders who can understand and appreciate the feelings, thoughts, or attitudes of others. They must also be inclusive, exercising their empathy to fully understand problems and then develop solutions that serve the greatest good.

(4) **Collaborative.** Officers must be team players who work well with others, regardless of whether they share their views or experiences. They must be able to work with broad and diverse groups of stakeholders to reach the best solution.

(5) **Respectfulness.** Officers must be fully committed to treating everyone with dignity and respect. They must not tolerate harassment, bullying or toxic leadership in any form, and must take proactive measures to eliminate it.

(6) **Articulate.** Officers must be able to write and speak well. They must have strong, positive interpersonal skills, and be able to publicly convey a message to large and diverse audiences who may, or may not, have familiarity with the Army.

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(7) Physical fitness. Officers must be physically and mentally ready for the challenges they face. They must have the perspective, discipline, and resilience to sustain their physical fitness and well-being, emotional health, and cognitive abilities under prolonged stress.

b. Objective Personal Behaviors. In selecting Army leaders, you should select officers who, based on performance and potential, best possess the following behaviors:

(1) Display Intellect. Officers must be smart, curious, and creative. They must also be critical thinkers who display sound judgment, are open-minded and are innovators.

(2) Drive Results. Officers must be able to deliver clear results. Given the Army's mission, we need officers who can prepare our Army for war, prevent conflicts when possible and, if necessary, prevail in combat. We are seeking officers who have proven they can perform these tasks, deliver these results, and demonstrate the potential to do so at higher levels. Give strong consideration to officers with recognized heroism or valor in combat.

(3) Think Strategically. Officers must demonstrate strategic warfighting potential. They must be smart, confident, and agile leaders who excel in ambiguous or complex environments. They must possess a good understanding of the future, a clear vision of where they want to take their organization, and be capable of effectively communicating their ideas with the energy, resolve, and creativity to see them through. They must also understand and have considered the impact of their ideas and decisions on their organization, the Army, and the Nation.

(4) Lead Change. Officers must be able to recognize the need for change when it occurs, and then lead in a positive direction. To do this they must be willing to challenge the conventional wisdom, ask hard questions, and encourage others to do the same. They must also be good listeners who collaborate with others, looking outside their organizations for good ideas. Officers who have clearly demonstrated the courage, ability, foresight to call for, and lead change should be given special consideration.

(5) Develop Others. Officers must be leaders who create a positive environment in their organizations, build cohesion and trust, encourage initiative and candor, and genuinely care for people. The officers you recommend should be builders of future leaders who value both the conventional and unconventional experiences. They should be able to identify younger officers who show great potential and work to develop, coach, and mentor them, and help guide their career for the greater good of the Army.

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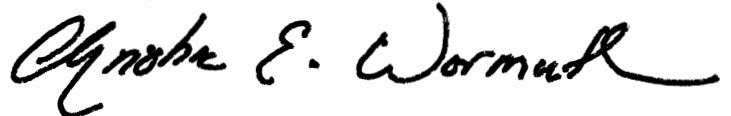
4. Training and Education. Earning an advanced degree, conducting research, professional writing and publication of works about our profession, training with private industry, or achieving other notable success in a unique learning environment enhances the skills the Army needs and demonstrates commitment to life-long learning. Give due consideration to officers who pursue advanced degrees beyond the ones affiliated with our Professional Military Education institutions, particularly those with additional masters or a doctoral degree in fields relevant to the profession of arms. We must also have officers who can provide leadership in key areas that involve special administrative, managerial, and technical skills that require time to build. Many qualified officers, because of their unique and special skills, have successfully completed extensive periods of Army-directed training or education and have made important contributions to ensure our force is properly organized, trained, and equipped. You must carefully consider these officers' potential to serve in key officer billets to meet the critical needs of the Army and Department of Defense.

5. Diversity and Equal Opportunity. The strength of our Army comes from developing well-trained, equipped, and diverse forces. Developing and maintaining qualified and demographically diverse leadership is critical for mission effectiveness and is essential to national security. Effective leaders understand that organizational success depends on the ability of people of different backgrounds to work together, while bringing the value of their diverse experiences to the mission. With a culture that embraces diversity, the Army is better able to attract and keep the best men and women from across the Nation, and to operate more successfully around the world. Moreover, the success of today's Army comes from a total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. It is vital that our Army is in fact one of equal opportunity - 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. Select meritorious officers who create and maintain an inclusive environment where individual behaviors are recognized, accepted, and, most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. In doing so our Soldiers will have a clear perception of equal opportunity in the selection process.

6. Conclusion. Thank you for your service as a member of this board. Few other duties are as important as selecting the Army's future senior leaders. The decisions you make will have a lasting effect on the Army, the Department of Defense, and the Nation. Our Soldiers, Army Civilians, and their Families deserve officer leaders who possess the character, competence, intellect, commitment and other personal behaviors to lead them well, take care of them, and treat them with dignity, fairness, and respect at all times. Selecting officers with traits described above is critical if we are to remain ready to

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deploy, fight and win our Nation's wars, and accomplish any other task assigned to our Army. I have great confidence in your ability to carry out this important responsibility.

A handwritten signature in black ink, reading "Christine E. Wormuth". The signature is written in a cursive style with a large, stylized initial 'C'.

Christine E. Wormuth

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FY22 RC COL APL PSB Demographics

Overview of the promotion board selection % rates based on Race, Ethnicity, and Gender for the Active Duty Component to include that of the boards membership. The proceedings of the Selection Board, including its deliberations and criteria for selection, cannot be disclosed to any person who was not a member of the board.

Promotion statistics for the board

Promotion Opportunity Rates AZ+IZ+(EC/BZ (Selected))/IZ Considered

<u>NG</u>				<u>AGR</u>				<u>NON-AGR</u>			
Zones	Selected	Considered	%	Zones	Selected	Considered	%	Zones	Selected	Considered	%
Totals	252	268	94%	Totals	45	23	195.7%	Totals	136	31	438.7%

Actual Selection Rates

Zone Selection Rates Breakdown

<u>NG</u>				<u>AGR</u>				<u>NON-AGR</u>			
Zones	Selected	Considered	%	Zones	Selected	Considered	%	Zones	Selected	Considered	%
AZ	52	127	40.9%	AZ	30	162	18.5%	AZ	118	557	21.2%
IZ	200	268	74.6%	IZ	13	23	56.5%	IZ	12	31	38.7%

Total Select Breakdown

<u>NG</u>				<u>AGR</u>				<u>NON-AGR</u>			
<u>Selects/Total Selected</u>				<u>Selects/Total Selected</u>				<u>Selects/Total Selected</u>			
Zones	Selects	Total Selected	%	Zones	Selects	Total Selected	%	Zones	Selects	Total Selected	%
AZ	52	252	20.6%	AZ	30	45	66.7%	AZ	118	136	86.8%
IZ	200	252	79.4%	IZ	13	45	28.9%	IZ	12	136	8.8%
EC/BZ	0	252	0%	EC/BZ	2	45	4.4%	EC/BZ	6	136	4.4%

Merit Base Selects

MB: Promotion Selects	9
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Zone selection code Index

MB: Merit Based /AZ: Above Zone/ IZ: In Zone/EC/BZ: Early Consideration/ Below Zone

Gender Selection Rates

<u>NG</u>				<u>AGR</u>				<u>NON-AGR</u>			
<u>In- Zone Selection rates by gender</u>				<u>In- Zone Selection rates by gender</u>				<u>In- Zone Selection rates by gender</u>			
Gender	Selects	Considered	%	Gender	Selects	Considered	%	Gender	Selects	Considered	%
Female	22	28	78.6%	Female	3	4	75%	Female	1	2	50%
Male	178	240	74.2%	Male	10	19	52.6%	Male	11	29	37.9%

Race

In-Zone Selection rates by Race

<u>NG</u>				<u>AGR</u>				<u>NON-AGR</u>			
	Selected	Considered	%		Selected	Considered	%		Selected	Considered	%
AI/AN	2	2	100%	AI/AN	0	0	N/A	AI/AN	0	0	N/A
ASN/PAC	5	6	83.3%	ASN	0	0	N/A	ASN	2	2	100%
BLK/AA	10	16	62.5%	BLK/AA	4	7	57.1%	BLK/AA	0	3	0%
HISP/LAT	5	7	71.4%	HISP/LAT	0	1	0%	HISP/LAT	0	1	0%
OTHER	8	12	66.7%	OTHER	0	0	N/A	OTHER	0	0	N/A
WHT	170	225	75.6%	WHT	9	15	60%	WHT	10	25	40%

Ethnicity

In-Zone Selection rates by Ethnicity

<u>NG</u>				<u>AGR</u>				<u>NON-AGR</u>			
	Selected	Considered	%		Selected	Considered	%		Selected	Considered	%
HISP	5	7	71.4%	HISP	0	1	0%	HISP	0	1	0%
NHISP	195	261	74.7%	NHISP	13	22	59.1%	NHISP	12	30	40%

Race /Ethnicity code Index

AI/AN: American Indian/Alaska Native, ASIAN/PAC: Asian Pacific, BLK/AA: Black/African American
HISPANIC: Hispanic, OTHER/UNK: Other, WHT: White

Accession Source
In-Zone Selection Rates by accession source

<u>NG</u>			<u>AGR</u>			<u>NON-AGR</u>					
	Selected	Considered	%		Selected	Considered	%		Selected	Considered	%
USMA	3	5	60%	USMA	3	3	100%	USMA	0	0	N/A
DIR, PROF	10	15	66.7%	DIR, PROF	0	0	N/A	DIR, PROF	1	1	100%
OCS	44	57	77.2%	OCS	0	0	N/A	OCS	0	3	0%
ROTC	62	80	77.5%	ROTC	9	18	50%	ROTC	0	1	0%
OTHER	81	111	73.0%	OTHER	1	2	50%	OTHER	11	26	42.3%

Board Membership Demographics

<u>NG Board Membership Demographics</u>	<u>AGR Board Membership Demographics</u>	<u>NON-AGR Board Membership Demographics</u>
<u>Rank, Race. Gender</u>	<u>Rank, Race. Gender</u>	<u>Rank, Race. Gender</u>
MG, BLK/AA, Male	MG, BLK/AA, Male	MG, BLK/AA, Male
BG, WHT, Male	BG, WHT, Male	BG, WHT, Male
BG, WHT, Female	BG, WHT, Female	BG, WHT, Female
BG, WHT, Male	BG, WHT, Male	BG, WHT, Male
BG, WHT, Female	BG, WHT, Female	BG, WHT, Female
BG, WHT, Male	BG, WHT, Male	BG, WHT, Male
BG, WHT, Male	BG, WHT, Male	BG, WHT, Male
BG, BLK/AA, Female	BG, BLK/AA, Female	BG, BLK/AA, Female
BG, BLK/AA, Female	BG, BLK/AA, Female	BG, BLK/AA, Female
COL, WHT, Male	COL, WHT, Male	COL, WHT, Male
COL, WHT, Male	COL, WHT, Male	COL, WHT, Male