



DEPARTMENT OF THE ARMY  
U.S. ARMY HUMAN RESOURCES COMMAND  
1600 SPEARHEAD DIVISION AVENUE, DEPARTMENT 400  
FORT KNOX, KY 40128-5400

AHRC-PDZ-A (RN135-155b1)

3 February 2023

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Promotion List for Fiscal Year 2023 (FY23) Reserve Component (RC), Colonel (COL), Chaplain (CH) Corps, 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)

1. Reference:

MILPER Message 22-264, 14 July 2022, subject: Fiscal Year 2023 (FY23) Reserve Component (RC), Colonel (COL), Chaplain (CH) Corps, 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

2. General:

a. The FY23, RC, COL, CH, PSB convened on 25 November 2022 and recessed on 28 Oct 2022. The Office of the Secretary of Defense approved the board report on 26 January 2023.

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.

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 list.

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3. Summary of Board Actions:

Selection:	<u>Above Zone Selection %</u>	<u>In Zone Selection %</u>	<u>Below Zone Selection %</u>
ARNGUS, COL CH	NA	67%	NA
AR AGR, COL CH	14.3%	0%	NA
AR Non-AGR, IRR/IMA COL CH	100%	NA	NA
AR Non-AGR, TPU COL CH	100%	85.7%	NA
Education Level during Board:	<u>Above Zone</u>	<u>In Zone</u>	<u>Below Zone</u>
ARNGUS, NEQ	NA	33.3%	NA
AR AGR, NEQ	0%	0%	NA
AR Non-AGR, IRR/IMA NEQ	0%	NA	NA
AR Non-AGR, TPU NEQ	0%	0%	NA

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 and In the promotion zones. The format will be used to assist Commanders, Military Personnel Divisions (MPD), Director of Human Resources (DHR), Military Human Resources (MHR) Offices, S-1s, and other authorized personnel for administrative purposes only. Officers on the list with a "P" in the results column have been recommended for promotion.

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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 their 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. The promotion list is 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](mailto: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.

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. 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

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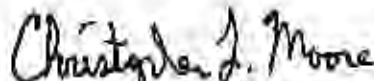
desire counseling, or who request that information be provided to their Commanders, should contact their career manager.

7. 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 3-20.

8. 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](mailto:usarmy.knox.hrc.mbx.tagd-rc-officer-promotions@army.mil).

BY ORDER OF THE SECRETARY OF THE ARMY:

Encls  
as

  
Christopher L. Moore  
Colonel, USA  
Deputy Adjutant General

DISTRIBUTION:  
General Officers



SECRETARY OF THE ARMY  
WASHINGTON

28 SEP 2022

MEMORANDUM FOR PRESIDENT AND BOARD MEMBERS

SUBJECT: Instructions for the Fiscal Year 2023 (FY23) Reserve Component (RC) Colonel (COL) Chaplain Corps (CH) Promotion Selection Board (PSB)

1. Authority. This selection board is convened pursuant to 10 U.S.C. § 14101 to consider RC Chaplain lieutenant colonels for promotion to the grade of COL in their respective competitive category: Army National Guard of the United States (ARNGUS), Army Reserve Active Guard Reserve (AR-AGR), and AR Non-AGR.

2. Introduction. The Army has selected you 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 selection process' objective is to meet Army and Department of Defense leadership and management needs 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 Army's future.

a. Bear in mind that your board duty obligation, to ensure these proceedings always remain above reproach, is serious in nature. The oath you have taken obliges you to consider all eligible officers 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 Army's needs as outlined herein. Your failure to do so may justify cause to remove you from this board.

b. Additional information. The Officer Personnel Management System (OPMS) has identified strong, talented officers to serve as board members. Your job is to select the best officers to lead the Army into the future. However, OPMS must achieve certain requirements to ensure a sufficient officer pool is available for key operational, institutional, and other assignments. The considered officers' administrative information and eligibility criteria are in Annex A. The additional guidance and the assignment considerations are in Annex B. The requirements are in Annex C.

3. Guidance. Our leaders require many qualities. All must possess the character, competence, commitment, and other critical personal behaviors necessary to serve at the highest levels. All must also possess a deep and diverse professional experience base. Fighting our Nation's wars is the Army's mission. Because it is difficult to 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 who are strategic critical thinkers. We need leaders who are capable to lead change, to lead our forces in combat, to lead joint, interagency, multinational,

**SUBJECT: Instructions for the Fiscal Year 2023 (FY23) Reserve Component (RC)  
Colonel (COL) Chaplain Corps (CH) Promotion Selection Board (PSB)**

organizations when appropriate to their grades, to have excellent executive management skills, who are well-grounded in business practices, and who are capable to lead effectively at every level. As such, while the board's purpose is to select colonels, you should only recommend officers who reflect the character and the potential to serve at higher levels.

a. **Threshold Personal Behaviors.** In selecting the Army's future leaders, you must follow the core criteria to recommend officers for promotion. 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, without regard to the consequences. They must show courage under fire. They must be willing to act while facing criticism, when they take 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 other's feelings, thoughts, or attitudes. 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. They are encouraged to share their views or experiences, but it is to their discretion. They must be able to work with broad and diverse stakeholder groups 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 write and speak well. They must have strong, positive interpersonal skills, and must possess the ability to publicly convey a message to large and diverse audiences who may, or may not, have familiarity with the Army.

(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.

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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 show critical thinking, sound judgment, open-mindedness, and innovation.

(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, to prevent conflicts when possible and, if necessary, to prevail in combat. We seek officers who have proven they can perform these tasks, deliver these results, and demonstrate the potential to do so at higher levels. Officers with recognized combat-related heroism or valor should receive a strong consideration.

(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 show the ability to plan, to set a clear vision for where they want to take their organization, and to effectively communicate their ideas with the energy, the resolve, and the creativity to see them through. They must also understand and consider the impact their ideas and decisions have on their organization, the Army, and the nation.

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

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

**4. Unique Chaplain Corps Considerations.**

a. **Chaplain Corps mission.** Chaplains provide the religious, spiritual, moral, and ethical support to the Army in any contingency. Chaplains provide the Army community the opportunity to participate in worship and religious educational opportunities and to receive pastoral care and spiritual enrichment. Chaplains preserve and perpetuate the

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faith-based values that often serve as the bedrock for our units and communities. As special staff officers, chaplains coordinate religious support activities to support the commander's operational plans and objectives in war and in peace. Similarly, they provide commanders with professional advice on religion's impact on military operations.

b. **Chaplain responsibilities.** Chaplains serve on the commander's personal and special staff and assist in ensuring that the command policies and leadership practices are in keeping with strict moral, ethical, and humanitarian standards. The chaplain advises the commander and staff on matters pertaining to religion, morals, and morale as affected by religion. In addition to the competencies required by all officers, chaplains must also fully comprehend how to integrate religious support to the organization, the structure, and the Army warfighting doctrine as it serves the Nation in the 21st century.

c. **Unique behaviors.** Chaplains must possess the highest discretion, integrity, and professional ethics. Additionally, they will provide religious support in a religiously pluralistic setting and ensure the free exercise of religion by following the six Chaplaincy values: Spirituality, Accountability, Compassion, Religious Leadership, Excellence, and Diversity. Chaplains perform religious support to our Soldiers with conviction and commitment. While serving their own faith groups, the chaplain also provides the means for others to observe their own faith tradition and conviction in accordance with U.S. law and regulations. They must be adept communicators, able to motivate and influence people through understanding cultural dynamics, and to have the ability to forge relationships. In an environment where conflicts are often fought and resolved "among the people," this cultural astuteness is paramount.

5. **Training and Education.** Earning an advanced degree, conducting research, publishing professional writings or works on 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. Due to their unique and special skills, many qualified officers have successfully completed extensive Army-directed training or education periods and have made significant contributions to ensure that our force is properly organized, trained, and equipped. You must carefully consider these officers' potential to serve in key officer billets to meet critical needs throughout the Army and the Department of Defense.



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6. Diversity and Equal Opportunity. The Army's strength comes from developing well trained, well-equipped, and well-diverse forces. It is critical to mission effectiveness and to national security that the Army develops and maintains qualified and demographically diverse leadership. Effective leaders understand that organizational success depends on people from different backgrounds to work together, while bringing value from their diverse experiences to the mission. With a culture that embraces diversity, the Army is better able to attract and keep the best individuals from across the Nation, and to operate globally with greater success. Moreover, today's Army will experience success from a total commitment to the ideals that espouse freedom, fairness, and human dignity, upon which founded our country. It is vital that our Army epitomizes equal opportunity because equal opportunity for all Soldiers is the only acceptable standard for our Army. This principle applies to every career development and utilization aspect in our Army, but it is especially important to demonstrate this principle in the selection process. The Army desires to select meritorious officers who create and maintain an inclusive environment, one that recognizes, accepts, and values individual attributes, without regard to race, color, national origin, religion, sex (including gender identity), or sexual orientation. Doing so will ensure that the selection process clearly reflects the Army's commitment to the equal opportunity principle.

7. Conclusion. Thank you for your service as a board member. 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, to care for them, and to treat them always with dignity, with fairness, and with respect. Selecting officers with the traits described above is critical to remain ready to deploy, to fight and win our Nation's wars, and to accomplish any other task assigned to our Army. I have great confidence in your ability to carry out this important responsibility.



Christine E. Wormuth

Encls

## FY23 RC COL CH PSB Demographics

Overview of the promotion board selection % rates based on Race, Ethnicity, and Gender for the USAR Components 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 Selection Board Demographics information is not seen by the selection board. This information is compiled after the board has adjourned.

### 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	%
<b>Totals</b>	<b>2</b>	<b>3</b>	<b>66.7%</b>	<b>Totals</b>	<b>1</b>	<b>2</b>	<b>50%</b>	<b>Totals</b>	<b>8</b>	<b>7</b>	<b>114.3%</b>

### 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	%
<b>AZ</b>	<b>0</b>	<b>0</b>	<b>N/A</b>	<b>AZ</b>	<b>1</b>	<b>7</b>	<b>14.3%</b>	<b>AZ</b>	<b>2</b>	<b>2</b>	<b>100%</b>
<b>IZ</b>	<b>2</b>	<b>3</b>	<b>66.7%</b>	<b>IZ</b>	<b>0</b>	<b>2</b>	<b>0%</b>	<b>IZ</b>	<b>6</b>	<b>7</b>	<b>85.7%</b>

### 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	%
<b>AZ</b>	<b>0</b>	<b>2</b>	<b>0%</b>	<b>AZ</b>	<b>1</b>	<b>1</b>	<b>100%</b>	<b>AZ</b>	<b>2</b>	<b>8</b>	<b>25%</b>
<b>IZ</b>	<b>2</b>	<b>2</b>	<b>100%</b>	<b>IZ</b>	<b>0</b>	<b>1</b>	<b>0%</b>	<b>IZ</b>	<b>6</b>	<b>8</b>	<b>75%</b>
<b>EC/BZ</b>	<b>0</b>	<b>2</b>	<b>0%</b>	<b>EC/BZ</b>	<b>0</b>	<b>1</b>	<b>0%</b>	<b>EC/BZ</b>	<b>0</b>	<b>8</b>	<b>0%</b>

### Merit Base Selects

<b>MB: Promotion Selects</b>	<b>NA</b>
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### Zone selection code Index

**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	%
<b>Female</b>	<b>0</b>	<b>0</b>	<b>N/A</b>	<b>Female</b>	<b>0</b>	<b>0</b>	<b>N/A</b>	<b>Female</b>	<b>1</b>	<b>1</b>	<b>100%</b>
<b>Male</b>	<b>2</b>	<b>3</b>	<b>66.7%</b>	<b>Male</b>	<b>0</b>	<b>2</b>	<b>0%</b>	<b>Male</b>	<b>5</b>	<b>6</b>	<b>83.3%</b>

**Race**

**In-Zone Selection rates by Race**

<b><u>NG</u></b>				<b><u>AGR</u></b>				<b><u>NON-AGR</u></b>			
	Selected	Considered	%		Selected	Considered	%		Selected	Considered	%
AI/AN	0	0	N/A	AI/AN	0	0	N/A	AI/AN	0	0	N/A
ASN/PAC	0	0	N/A	ASN	0	0	N/A	ASN	0	0	N/A
BLK/AA	0	0	N/A	BLK/AA	0	0	N/A	BLK/AA	1	1	100%
HISP/LAT	1	1	100%	HISP/LAT	0	0	N/A	HISP/LAT	1	1	100%
OTHER	0	0	N/A	OTHER	0	0	N/A	OTHER	0	0	N/A
WHT	1	2	50%	WHT	0	2	0%	WHT	4	5	80%

**Ethnicity**

**In-Zone Selection rates by Ethnicity**

<b><u>NG</u></b>				<b><u>AGR</u></b>				<b><u>NON-AGR</u></b>			
	Selected	Considered	%		Selected	Considered	%		Selected	Considered	%
HISP	1	1	100%	HISP	0	0	N/A	HISP	1	1	100%
NHISP	1	2	50%	NHISP	0	2	0%	NHISP	5	6	83.3%

**Race**

**Race /Ethnicity code Index**

AI/AN: American Indian/Alaska Native, ASN: Asian, BLK/AA: Black/African American, HISP/LAT: Hispanic/Latino  
 MULTR: Multi Race, NH/PI: Native Hawaiian/ Pacific Islander, OTHER: Other, WHT: White  
 HISP: Hispanic or Latino, NHISP: Non Hispanic

**Accession Source**

**In-Zone Selection Rates by accession source**

<b><u>NG</u></b>				<b><u>AGR</u></b>				<b><u>NON-AGR</u></b>			
	Selected	Considered	%		Selected	Considered	%		Selected	Considered	%
USMA	0	0	N/A	USMA	0	0	N/A	USMA	0	0	N/A
DIR, PROF	2	3	66.7%	DIR, PROF	0	1	0%	DIR, PROF	3	4	75%
OCS	0	0	N/A	OCS	0	0	N/A	OCS	2	2	100%
ROTC	0	0	N/A	ROTC	0	1	0%	ROTC	1	1	100%
OTHER	0	0	N/A	OTHER	0	0	N/A	OTHER	0	0	N/A

**Board Membership Demographics**

**NG Board Membership Demographics**

**AGR Board Membership Demographics**

**NON-AGR Board Membership Demographics**

<b><u>Rank, Race, Gender</u></b>	<b><u>Rank, Race, Gender</u></b>	<b><u>Rank, Race, Gender</u></b>
BG, White, Male	BG, White, Male	BG, White, Male
COL, White, Male	COL, White, Male	COL, White, Male
COL, White, Male	COL, White, Male	COL, White, Male
COL, Asian/Pac, Male	COL, Asian/Pac, Male	COL, Asian/Pac, Male
COL, Black, Male	COL, Black, Male	COL, Black, Male
COL, White, Male	COL, White, Male	COL, White, Male
COL, Black, Male	COL, Black, Male	COL, Black, Male
COL, Black, Female	COL, Black, Female	COL, Black, Female
LTC, White, Male	LTC, White, Male	LTC, White, Male
LTC, White, Female	LTC, White, Female	LTC, White, Female
LTC, Hispanic, Male	LTC, Hispanic, Male	LTC, Hispanic, Male