Officer Promotions

Frequently Asked Questions for Promotion and Command Review Boards

AHRC
TAGD-OPSA
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UNCLASSIFIED

Section 1 - Exemplary Conduct Certification Screening Policy

1-1 *What is Exemplary Conduct Screening?*

The Secretary of the Army is required to certify to the DOD and Congress that all officers nominated for appointment to higher grade meet the standard of exemplary conduct set out in 10 USC §3583. To that end, the G-1 is required to conduct a post-promotion-board adverse information query, or post board screen (PBS), for all promotions to CPT thru COL, Chief Warrant Officers selected for promotion to CW3 thru CW5, and all 2LT and WO1 pending local promotion to 1LT and CW2. Additionally, screens are conducted on officers who are selected for LTC- or COL-level command. The Exemplary Conduct Screen is conducted for all Active Component, Reserve Component and National Guard officers selected as indicated above. The initial PBS is conducted between the board recess date and the date those board results are approved by the Secretary of Defense or the Secretary of the Army as appropriate. Exemplary Conduct Certification is a continuous process that ensures compliance with law and guarantees those selected for higher levels of leadership responsibility embody Army values.

1-2 *Where is the PBS Looking?*

The PBS looks into several locations to verify that there is no adverse information that might reasonably and materially affect a promotion recommendation had it been known at the time of selection/automatic promotion. Data sources and locations of query for the PBS include (not limited to):

a. Criminal Investigation Division (CID) - any past adverse or "titled" event (or) any open/ongoing law enforcement investigation or report.

b. Department of the Army Inspector General (DAIG) - any substantiated IG complaint or an open/ongoing IG investigation or IG oversight-review.

c. Restricted Army Military Human Resource Record (R-AMHRR) - any adverse information (e.g. referred OER, Article 15 UCMJ, any court-martial conviction, GOMOR, adverse documentation, initiation of elimination or show cause action).

d. Open/Performance section of the Army Military Human Resource Record (AMHRR) - any adverse information (e.g. referred OER, AR 15 UCMJ, any court-martial conviction, GOMOR, adverse documentation, initiation of elimination or show cause action) that was input after the board convened or was not seen by the selection board.

e. Special Interest Situations - any possible connection to a major adverse news headline (e.g. WikiLeaks, detainee abuse, recruiter fraud, Fort Hood incident, etc.).

f. Flag query of HRC personnel systems (Flag) - any suspension of favorable actions, unit and/or HQDA initiated flags in accordance with (IAW) AR 600-8-2.

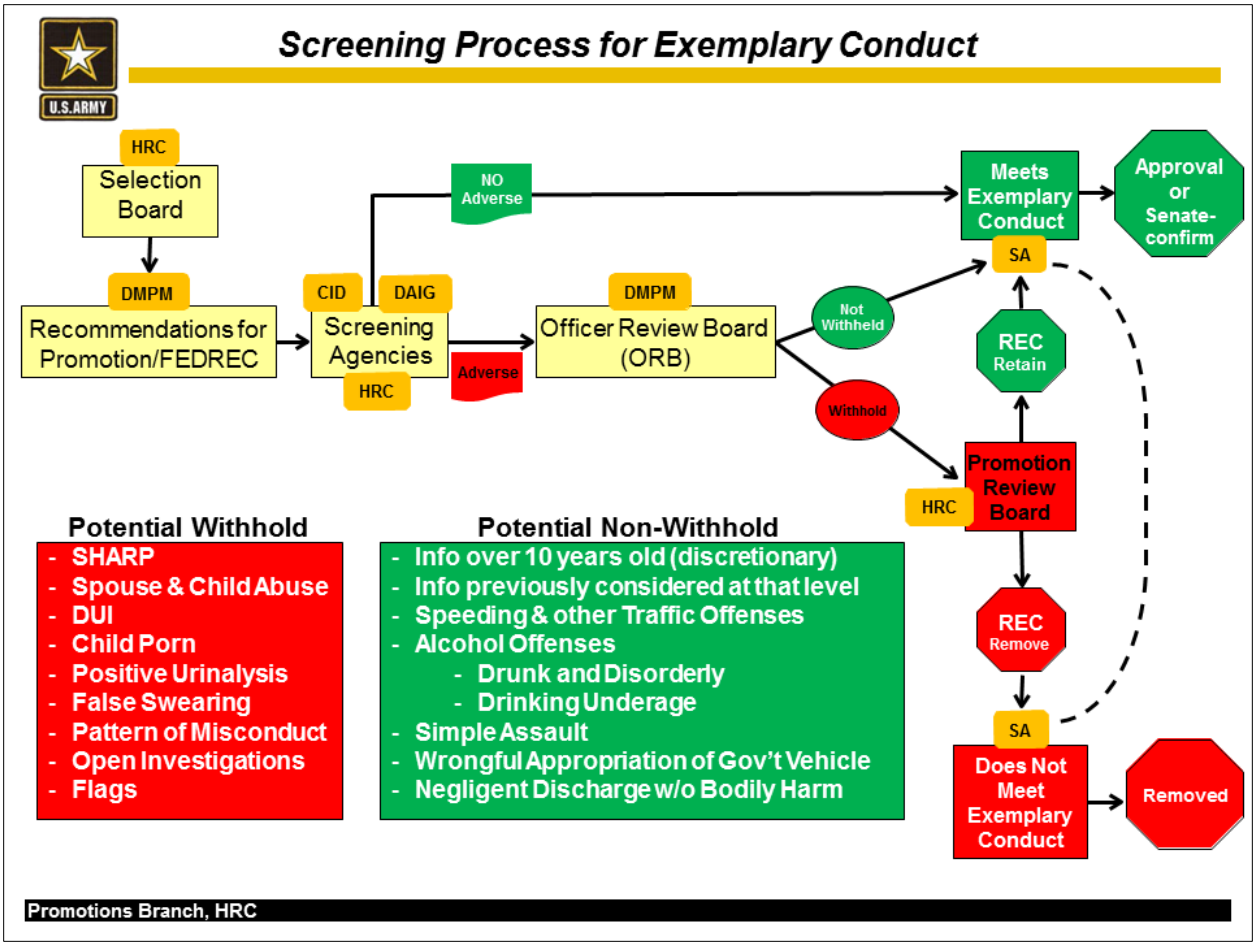


Figure 2-1, Post Board Screen Map

Section 2 - Scroll Withhold

Officers selected for promotion to COL and below identified to have adverse information by any of the queries of the PBS in Section 1 will be identified to the Army G1, Directorate of Manpower and Personnel Management (DMPM). An Officer Review Board (ORB) at the Pentagon will review the adverse information to determine if it is egregious enough to warrant a separation from the promotion scroll and/or referral to a Promotion Review Board (PRB). If cleared by the ORB, no further delay is necessary.

Officers selected for LTC or COL command identified to have adverse information by any of the queries of the PBS in Section 1 will be identified to the Army G1, DMPM. A General Officer Review Board (GORB) at the Pentagon will review the adverse information to determine if it is egregious enough to warrant separation from the command selection list and/or referral to a Command Review Board (CRB). If cleared by the GORB, no further delay would be necessary.

Any adverse information found by the PBS may cause an officer's name to be withheld, or separated, from the scroll before it is approved by the Secretary of Defense.

2-1 *What is a Scroll?*

A "scroll" is a heavily formatted text document listing the officers selected by a DA Selection Board. This scroll is created by the officer promotions section once the board adjourns, and it is sent forward to the DMPM for review and ultimate approval. A scroll has to be approved and signed by the appropriate authority, Principal Deputy Under Secretary of Defense for Personnel and Readiness (PDUSD (P&R), before it is an official promotions list. (See Fig 2-2.)

To the Senate of the United States:

I nominate the following named officers for appointment to the grade indicated in the United States Army under title 10, U.S.C., section 624:

Lieutenant Colonel

AARIN, SOMEBODY R.	1234
ALBRITE, SOMEBODY G.	5678
ALDER, SOMEBODY N.	9123
ALEXANDOR, SOMEBODY B.	4567
ALMAGAIR, SOMEBODY B.	8910
AMBRESEN, SOMEBODY B.	1112
ANDEARSON, SOMEBODY B.	1314
ANGELLO, SOMEBODY B.	1516
ARMSTRONG, SOMEBODY B.	1718
ARROLITE, SOMEBODY B.	2345
ARTINY, SOMEBODY B.	6789
ASEREN, SOMEBODY B.	1312
ATHENON, SOMEBODY B.	4758
ATKINSAN, SOMEBODY B.	1234
AUSTAN, SOMEBODY B.	5678
BACAN, SOMEBODY B.	9123
BAIRDS, SOMEBODY B.	4567
BAIRUST, SOMEBODY B.	8910
BAKERS, SOMEBODY B.	1234

Figure 2-2, Example Scroll

2-2 *Scroll Withhold Notification Process*

Officers identified as a scroll withhold are officially notified by either their chain of command (G1, S1, Commander) from information gathered from the pre-position list, or directly from a case manager at HRC once the list is officially released. The notification from HRC comes as an email from the officer's case manager and includes the DA Form 268 initiating the HQDA (F) flag. (See Fig 2-3.)

Every instance of adverse information found during the PBS, regardless of infraction type, age, or source of record, is forwarded to the ORB/GORB for a decision. If the ORB/GORB finds the adverse information egregious enough to warrant further review, the officer's name will be removed from the promotion scroll and directed to a PRB.

Refer to the figure and explanation below for the scroll withhold notification process.

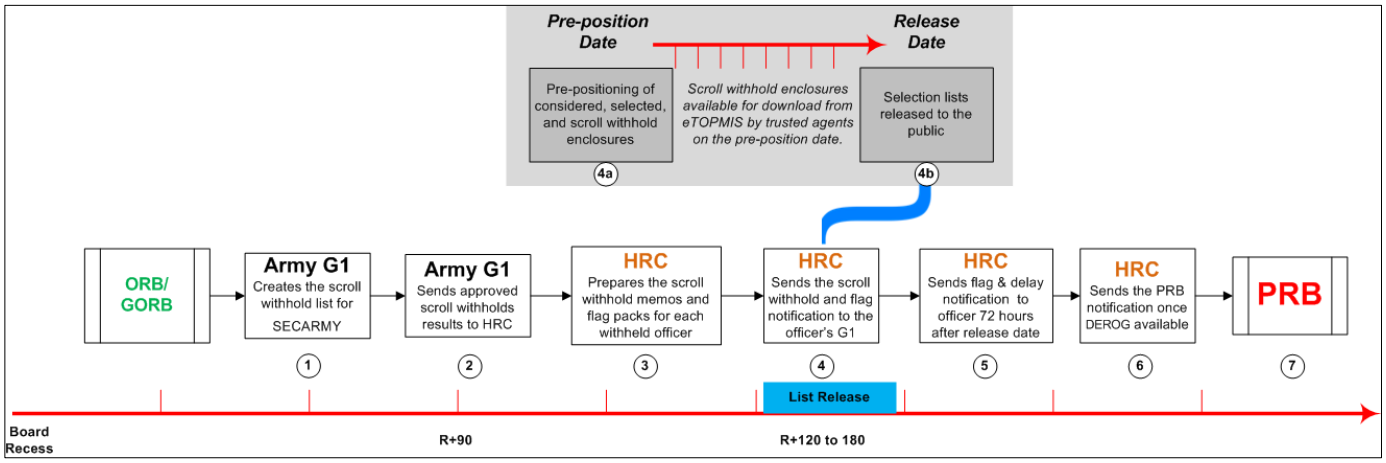


Figure 2-3, Scroll withhold notification process

1. Once the ORB/GORB is conducted, the Army G1 places the names of the officers identified as scroll withholds on a SECARMY memo directing their removal from the promotion scroll pending further review of adverse information. The date the SECARMY approves the withhold memo establishes the effective date of the DA 268 initiating the HQDA (F) flag.

2. Army G1 sends the approved SECARMY withhold memo to the HRC adverse actions team.

3. HRC adverse actions team receives the SECARMY directive and a case manager is assigned. The case manager builds an electronic file folder, DA 268 for the HQDA (F) flag, and prepares notification verbiage for each withheld officer. Case managers will locate each withheld officer's unit G1 for follow-on notification traffic.

4. Once the promotion list pre-position and release dates are established and approved, they are announced by MILPER message. Between the pre-position (4a) and release dates (4b), unit trusted agents will download the pre-position products available through eTOPMIS, IAW the MILPER message. The pre-position products include the considered and selected list, and the scroll withholds enclosure (ENCL 2 for RC, ENCL 3 for AC). Upon public release of the promotion list, the HRC adverse actions case managers will initiate email contact with the withheld officer's G1. The email will contain verbiage of the promotion selection, the scroll withhold, and will have attached the DA 268 for the HQDA (F) flag and the PRB/CRB Frequently Asked Questions.

5. The case managers will email each withheld officer the same information 72 hours later to allow the command time for initial notification and counseling.

6. Case managers will request that copies of DAIG and CID reports be redacted to Privacy Act Standards. As soon as the redacted copies are available, the case manager will send the official Promotion Review Board (PRB) notification to the withheld officer. If the adverse information is available in the officer's AMHRR, no redactions are required.

7. PRB timeline starts upon official PRB notification to the officer and ends when the final SECARMY decision is received and sent to the officer.

Section 3 - Promotion Review Board (PRB)

3-1 *What is a PRB?*

A Promotion Review Board (PRB) is convened to reconsider the promotion status of promotable officers identified or recommended for removal from a promotion list due to misconduct or sub-standard performance. The PRB can come at the request of the officer's command, at the direction of the Secretary of the Army, or HRC's discovery of adverse documentation that should have been seen by a selection board that recommended the officer for promotion. Make no mistake; a PRB is a significant and possibly career changing event. It is not to be taken lightly or ignored in hopes that it will just go away. It will not. It requires the immediate attention of both the officer and his/her chain of command, and consumes a considerable amount of resources (time). It takes precedence over all other military related events, schooling, retirements, or other plans to separate from the Army.

3-2 *Why is an officer referred to a PRB?*

Information used by Promotions Branch to identify an officer for promotion review action includes, but is not all exclusive:

a. Referred Officer Evaluation or Academic reports (OER/AER) not seen by the board

b. Article 15, UCMJ filed in Army Military Human Resource Record (AMHRR) (whether filed in the restricted or performance portion)

c. Any Courts-Martial conviction

d. Memorandum of Reprimand filed in the AMHRR

e. Adverse documentation filed in the AMHRR

f. Initiation of elimination action under the provisions of AR 600-8-24 or AR 135-175

g. Failure to make satisfactory progress in a weight control program (see AR 600-9)

h. Other adverse information received by HQDA but not filed in the AMHRR, if the referral authority finds the information substantiated, relevant, and might reasonably and materially affect a promotion recommendation

i. Commander initiated

The officer will have a case manager assigned to assist in getting them through the PRB process. The case managers are here to assist in getting through a bad situation. We are advocates for the officer but cannot tell them what decision to make. We will, however, give the officer ample resources to make an informed decision for their career.

3-3 *What are the Regulations for a PRB?*

Active Component Officers - AR 600-8-29, dated 25 February 2004, Chapter 8, and Title 10, United States Code, Sub Sections (§) 624 and 629.

Reserve Component Officers - AR 135-155, dated 13 July 2005,Chapter 3-18 and Title 10, United States Code, § 14310.

We encourage officers to read and be knowledgeable of the process but caution against interpreting the regulation alone to benefit or support their individual cases. There are many changed documents, Army Directives, law and legal reviews, and legal interpretations developed over time that influence and direct the PRB process. HRC case managers deal with the PRB process exclusively and will apply applicable laws and regulations as they pertain to each officer's case.

3-4 *Is there a way to avoid the PRB Process?*

Yes. Officers may submit a declination of promotion request. This declination, in lieu of a PRB, will count as a non-selection so officers need to understand the effects of this action on their career. If, for instance, an officer declines promotion this year, the declination will count as a non-selection. If they are then passed over on the next mandatory board, or selected and again removed, the officer would be a two-time pass over, which may ultimately lead to separation (1LT-MAJ). Additionally, all declinations in lieu of PRB are sent to the CG, HRC, who may, after reviewing the adverse information, direct the officer to show cause for retention on active duty/in an active status. With that in mind, if the officer still choses to decline their promotion, they must initial the appropriate line on the acknowledgment memorandum and return it to the case manager. We will email an example word document that will need to be updated with the officer's information to include their unit. Once counseled by their command, the officer will return the signed documents to HRC to start the declination process. The case manager can provide additional information upon request.

3-5 *Was the officer removed from the promotion list?*

No. An officer remains on the selection list as promotable until a final decision is made by the Secretary of the Army to either promote or remove them from the selection list. Even those withheld from, or removed from, the scroll are technically still promotable until officially removed by the Secretary of the Army.

3-6 *Can the officer speak to the board to explain their case?*

No. Personal appearance before any board, to include a PRB, is not permitted. The officer may submit a written rebuttal including supporting documentation/evidence for their case. This rebuttal is sent in electronic format (PDF) to the DA Secretariat for the board members.

3-7 *How long does the officer have to submit a rebuttal?*

The officer must return their initialed and signed acknowledgment memorandum within five days of receipt of notification to let the case manager know their intentions. Active Duty Officers have 14 days from receipt of notification to complete the rebuttal package and submit to their case manager. Reserve Component Officers have 45 days from receipt of notification to complete the rebuttal package and submit to their case manager. Although short extensions, not more than 14 days, are authorized, they will only be granted if there are extreme circumstances that prevent timely rebuttal submittal. Extension requests with a clear explanation of reason will be submitted through email to the case manager for review. The officer will receive an approval or denial for the extension via email from their case manager once the Chief, Special Actions reviews the request.

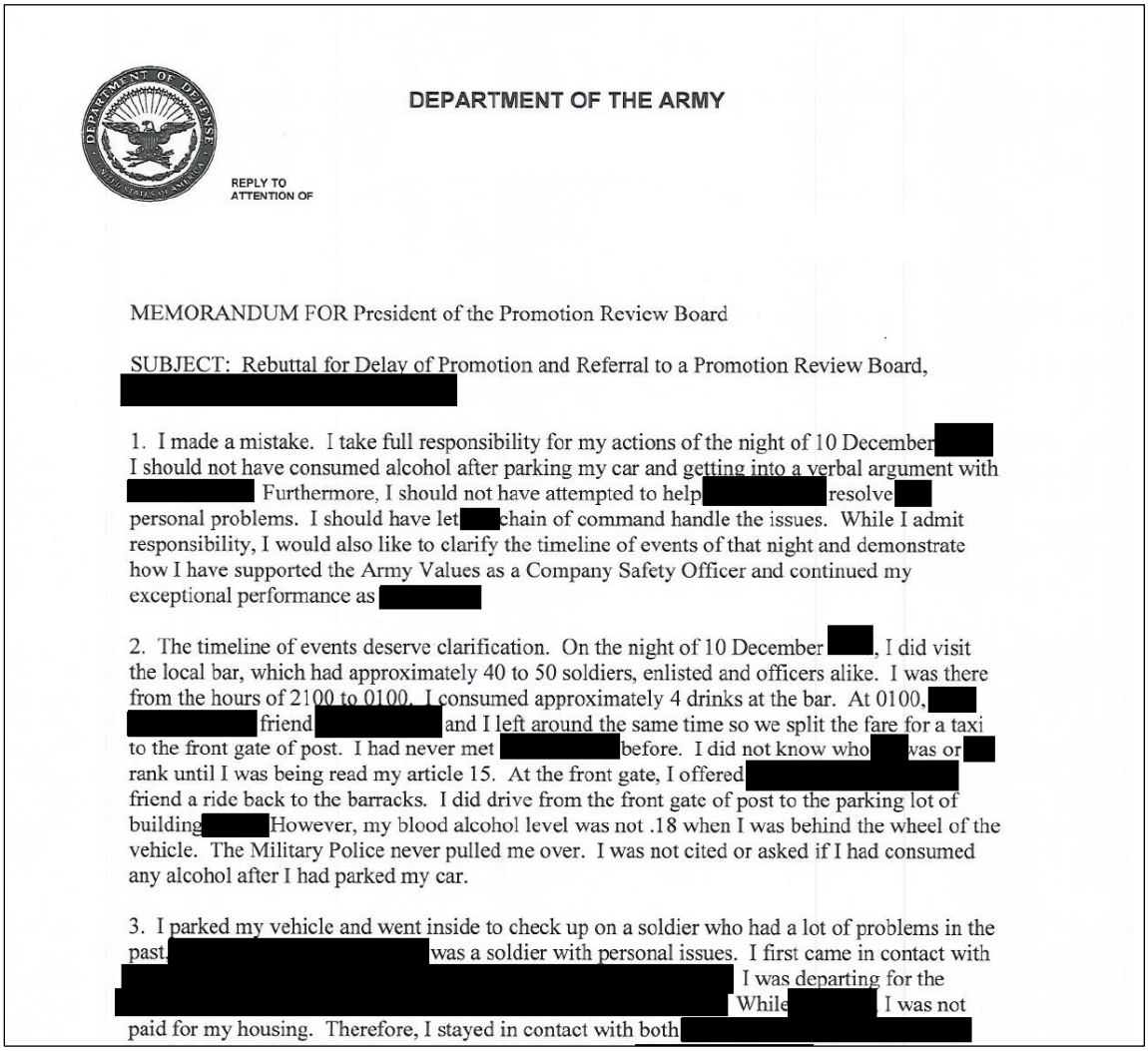
3-8 *Does the officer have to submit a rebuttal?*

No. There are three options listed on the acknowledgment memorandum.
The officer must elect one of the following: submit a rebuttal, not submit a rebuttal, or elect to decline the promotion in lieu of a PRB forgoing the PRB process altogether. If they choose not to submit a rebuttal, the officer will initial on the appropriate line and return the acknowledgment memorandum to the case manager. Although it is the officer's choice, we encourage everyone to submit a rebuttal as this is their only opportunity to speak on their behalf or to point out why they should be retained on the promotion list.

3-9 *What format is used for the rebuttal?*

Use a standard memorandum format (AR 25-50), address it to the President - Promotion Review Board, and ensure that it lists all references/documents as enclosures. (See Fig. 3-1.) Officers may include anything that they deem important to their case. If third parties write on the officer's behalf, they must sign the document and send it to the officer for inclusion in their rebuttal packet. Electronic signatures with CAC card or scanned originals are both acceptable. We cannot accept letters or memorandums sent directly to HRC from the third party. Care should be taken to label all enclosures in the order they are to appear before the board. Once completed with

assembly of the rebuttal packet, including third party memorandums, scan it into PDF format and save it to a computer. Do not send it directly to HRC from a scanner or digital sender. Open the PDF file and review it to insure that it is legible, dark enough to be read, dates and signatures are clearly visible, margins are not off the page rendering the content to be unseen, and that the file is able to open in PDF format with no errors. Once completely satisfied, save the file as "Lastname- PRB Rebuttal.pdf." Email the rebuttal pdf file to the team email box: usarmy.knox.hrc.mbx.tagd-opsa@mail.mil and *cc*: the case manager. The officer will receive an email verifying receipt of the rebuttal attachment within 72 hours. If verification is not received notify the case manager. The file may not have cleared network security protocols.



DEPARTMENT OF THE ARMY

REPLY TO
ATTENTION OF

MEMORANDUM FOR President of the Promotion Review Board

SUBJECT: Rebuttal for Delay of Promotion and Referral to a Promotion Review Board, [redacted]

1. I made a mistake. I take full responsibility for my actions of the night of 10 December [redacted] I should not have consumed alcohol after parking my car and getting into a verbal argument with [redacted] Furthermore, I should not have attempted to help [redacted] resolve [redacted] personal problems. I should have let [redacted] chain of command handle the issues. While I admit responsibility, I would also like to clarify the timeline of events of that night and demonstrate how I have supported the Army Values as a Company Safety Officer and continued my exceptional performance as [redacted]

2. The timeline of events deserve clarification. On the night of 10 December [redacted], I did visit the local bar, which had approximately 40 to 50 soldiers, enlisted and officers alike. I was there from the hours of 2100 to 0100. I consumed approximately 4 drinks at the bar. At 0100, [redacted] friend [redacted] and I left around the same time so we split the fare for a taxi to the front gate of post. I had never met [redacted] before. I did not know who [redacted] was or [redacted] rank until I was being read my article 15. At the front gate, I offered [redacted] friend a ride back to the barracks. I did drive from the front gate of post to the parking lot of building [redacted] However, my blood alcohol level was not .18 when I was behind the wheel of the vehicle. The Military Police never pulled me over. I was not cited or asked if I had consumed any alcohol after I had parked my car.

3. I parked my vehicle and went inside to check up on a soldier who had a lot of problems in the past. [redacted] was a soldier with personal issues. I first came in contact with [redacted] I was departing for the [redacted] While [redacted] I was not paid for my housing. Therefore, I stayed in contact with both [redacted]

Figure 3-1, Rebuttal format example

3-10 *What is the PRB process?*

Once the officer's rebuttal is received, it is packaged with a memorandum from our office directing the PRB to convene at the earliest date that is sent to the DA Secretariat for boarding. The PRB is usually conducted within 120 days but may vary due to board composition and availability. The board's recommendation will be staffed through channels (G1, OTJAG, VCSA, CSA, and ASA) to the Secretary of the Army, who will direct the officer's retention or removal from the selection list.

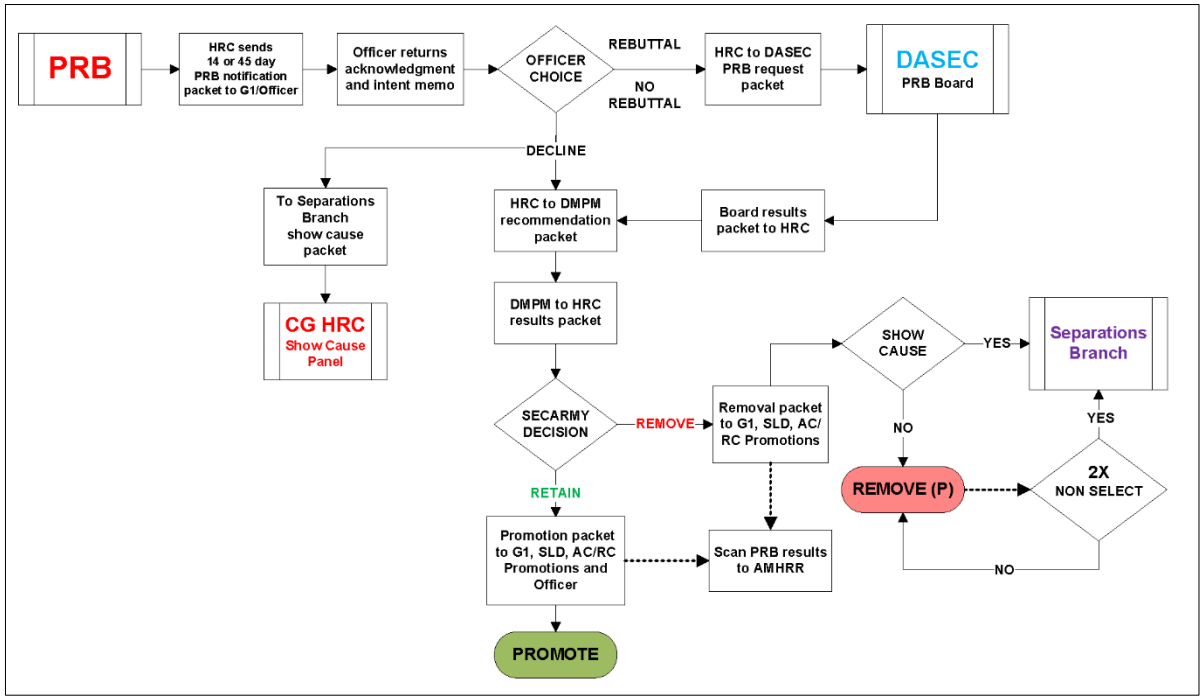


Figure 3-2, PRB process map

3-11 *When will the PRB be conducted?*

The DA Secretariat has 120 days to conduct the PRB. The PRB is normally conducted at the conclusion of a regularly scheduled selection board that meets the specific board criteria for the officer being considered. It is not necessary to wait until the officer's specific O-grade promotion board convenes. Once we send the case file to be voted, no corrections or additions can be made to the rebuttal packet. If there is a need to revoke the rebuttal packet, a new board will need to be scheduled, further delaying the PRB decision.

3-12 *How long does the PRB process take?*

Unfortunately, the PRB process is not a quick one. From initial PRB notification to final SECARMY decision takes **8 to 12 months**. Updates to the progress of the PRB will be emailed to the officer as the case manager gets them. **Do not call trying to get information on the status of a PRB. If we have additional information or updates to the officer's timeline, we will let them know via email. If the officers do not hear from us, that is an indication that we do not have any additional NEW information.** We have not forgotten about the case, even if it has been several months since we have communicated. Please keep in mind, we staff hundreds of ongoing cases. We strive to provide each case with our professional attention as often as necessary; time just will not permit daily, weekly or monthly updates. Every PRB case is adjudicated by the Secretary of the Army and, as such, must be staffed through the DMPM to the Office of the Secretary of Defense. While we know the routing through senior Army leadership follows a rigid and exact process, we cannot provide updates as to what desk the case file is at within that process. Additionally, please do not expect a different answer by having your supervisor call. The Pentagon's process does not allow for special attention, regardless of the level of inquiry.

3-13 *What information will the PRB consider?*

The PRB will consider the officer's rebuttal, AMHRR, ORB, and official photo as those records exist when the PRB convenes. If the adverse information does not appear in the officer's AMHRR, a copy will be provided to the board by this office. Other adverse information may be considered at the discretion of the Secretary of the Army on special cases; however, this is not a normal occurrence. If the adverse information being referred to the PRB is from DAIG or CID, those reports will be redacted to Privacy Act Standards and sent forward to the board.

3-14 *Are officers informed of the recommendation made by the PRB?*

No. As with any selection board, this is only a recommendation to the Secretary of the Army. The officer will be notified at the conclusion of the process and only when we have the Secretary of the Army's signed retain or remove document and proof of Senate Confirmation, if required.

3-15 *When will the HQDA flag (F) be removed?*

The officer will remain flagged with an HQDA (F) flag until a final decision is received from the Secretary of the Army to retain or remove the officer. If retained, even though the flag is lifted, the officer will not be promoted until the scroll is approved and, if required, Senate Confirmation.

3-16 *What's the process for notification of final PRB results?*

PRB final results comes one of two ways:

a. If the Secretary of the Army **RETAINS** the officer on the promotion list, the officer and their G1 will receive notification via official military email. The email will have attached to it the Secretary of the Army "retain" memo and a memorandum from the Special Actions office with additional instructions that pertain to the officer's promotion and any back pay and allowances that may be due. We will forward the retention memo (and Senate Confirmation if applicable) to the appropriate orders authority. The request for orders will be placed in queue and processed in the order received.

b. If the Secretary of the Army **REMOVES** the officer from the promotion list, their G1 will receive notification via official military email. The email will have attached to it the Secretary of the Army "remove" memo and a memorandum from the Special Actions office with additional information. The officer will be notified by the chain of command of the removal decision. The officer will receive an email in about 72 hours with the same attachments for their records. In extreme circumstances where there is no direct chain of command available, the removal information will be emailed directly to the officer. In either case, the Secretary of the Army "remove" or "retain" memo will be filed in the officer's AMHRR, IAW AR 600-8-104.

3-17 *Will a removal count as a non-selection?*

Yes. A decision by the Secretary of the Army to remove an officer from the promotion list counts as a non-selection for promotion. As such, if the officer was a previous non select, is considered and not selected by the next mandatory promotion selection board, or if they are selected and again removed, the officer will become a two-time pass over and may be separated from the Army (1LT-MAJ) IAW AR 600-8-24 or AR 135-175.

3-18 *When is the next consideration for promotion if removed by PRB?*

Officers removed from a selection list by PRB will be considered by the next regularly scheduled selection board convened to consider officers for promotion in the higher grade and competitive category. By law, officers must have 30 days from receipt of the notification of removal from the PRB and the next board convening date. *U.S. Code Title 10, §614 (AC) and §14105 (RC).

3-19 How Long Will it Take?

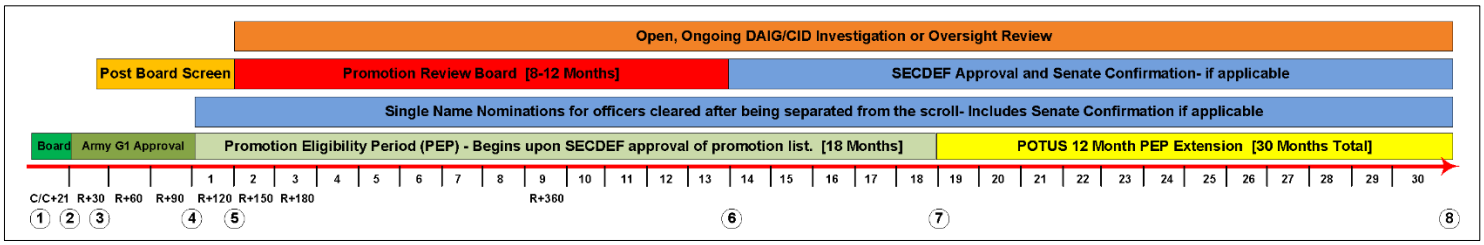


Figure 3-3, PRB process timeline

1. **Board-** promotion boards convene (C above) to consider those identified to be within the zones of consideration announced in the promotion board MILPER message. Boards will vary in length depending on size of the considered population but are generally up to 21 days (C+21 above).

2. **Army G1 Approval-** boards will recess (R) at the completion of voting and selection. Approximately five days after the boards recess (R+5), the selection results are sent to the Army G1 for processing, validation, and approval.

3. **Post Board Screen-** between R+14 and R+30, the Army G1 will initiate the requests for the post board screens from HRC, CID and DAIG. These screening agencies have 30-90 days to return any adverse information found to the G1 so that an officer review board (ORB) may determine if any officer is required to be separated from, or withheld from, the promotion scroll. There is some overlap between the time the SECDEF approves the promotion list and the day the board results are made public.

4. **Board Results Approval-** at approximately R+90 the SECDEF will approve the recommended list, minus any scroll withholds, making the promotion list official. The date of approval also establishes and sets in motion the Promotion Eligibility Period (PEP). The PEP is an 18 month window in which all promotions from a list must be made. (See note)

5. **Promotion Review Board, Ongoing CID/DAIG-** once the promotion list is released to the public, on or about R+120, scroll withhold notifications and PRB initiations will begin by HRC notifying the unit G1 of any officer designated for promotion delay. PRBs that are based on adverse information that resides solely in the officer's AMHRR can begin immediately. Those that are based entirely or in part on CID, DAIG, or other adverse not in the AMHRR must be redacted to Privacy Act Standards (PAS) and will be sent to the officer upon its availability. It's important to note that any open or ongoing CID/DAIG investigations, or ongoing DAIG oversight reviews, must officially close before the ORB reviews the adverse information to determine if a PRB is warranted.

6. **Approval of PRB (retain)-** Positive PRB results to retain an officer on the promotion list must be approved by the SECDEF. Additionally, Senate Confirmation (when applicable) must be complete before the officer is promoted.

7. **PEP Extension-** PEP extensions are requested for cases that are projected to take longer than 18 months and are approved/denied by the POTUS. If a PEP extension is not granted, or an extension is granted but the promotion still is not approved by the 30th month, the promotion selection will be vacated and the officer's name will be removed from the promotion list. (See note.)

8. **End of PEP-** Officers not approved for promotion, and confirmed by the Senate (if applicable), by the end of the 30th month, if PEP extension approved, will be removed from the promotion list. (See note.)

Note: Grade and Component specific. See Title 10, United States Code, §629 or §14310 for additional guidance.

Section 4 - Command Review Board (CRB)

4-1 *What is a CRB?*

A Command Review Board (CRB) is convened to reconsider the command selection status of officers who are identified or recommended for removal from a command selection list due to misconduct or sub-standard performance. The CRB can come at the request of the officer's command, at the direction of the Chief of Staff of the Army, or HRC's discovery of adverse documentation that should have been seen by a command selection board that recommended the officer for command.

4-2 *Why am I being referred to a CRB?*

Information used by Promotions Branch to identify an officer for command review action includes, but is not all exclusive:

a. Referred Officer Evaluation or Academic reports (OER/AER) not seen by the board.
b. Article 15, UCMJ filed in Army Military Human Resource Record (AMHRR) (whether filed in the restricted or performance portion)
c. Any Courts-Martial conviction
d. Memorandum of Reprimand filed in the AMHRR
e. Adverse documentation filed in the AMHRR
f. Initiation of elimination action under the provisions of AR 600-8-24
g. Failure to make satisfactory progress in a weight control program (see AR 600-9)
h. Other adverse information received by HQDA but not filed in the AMHRR, if the referral authority finds that the information is substantiated, relevant, and might reasonably and materially affect a promotion recommendation
i. Commander initiated

The officer will have a case manager assigned to assist in getting them through the CRB process. The case managers are here to assist in getting through a bad situation. We are advocates for the officer but cannot tell them what decision to make. We will, however, give the officer ample resources to make an informed decision for their career.

4-3 *What are the Regulations for a CRB?*

Although there are no Army regulations that specifically govern the CRB process, standard procedures are to parallel, as closely as possible, the same guidelines as those established for a PRB. This is true for both reasons for recommendation to a CRB and the process of referral.

Active Component Officers - AR 600-8-29, dated 25 February 2005, Chapter 8 and Title 10, United States Code, § 624 and 629.

Reserve Component Officers - AR 135-155, dated 13 July 2005, Chapter 3-18 and Title 10, United States Code, § 14310.

4-4 *Is there a way to avoid the CRB process?*

Yes. Officers may submit a declination in lieu of CRB request. This declination will automatically disqualify the officer from competing for future command selection boards. Additionally, all declinations in lieu of CRB are sent to the CG HRC who may, after reviewing the adverse information, direct the officer to show cause for retention on active duty/in an active status. With that in mind, if the officer still choose to decline the command, they must initial the appropriate line on the acknowledgment memorandum and return it to the case manager. We will email an example word document that will need to be updated with the officer's information to include their unit. Once counseled by their command, the officer will return the signed documents to HRC to start the declination process. The case manager can provide additional information upon request.

4-5 *Have I been removed from the command selection list?*

No. An officer remains on the command selection until a final decision is made by the Chief of Staff of the Army to retain or remove them from the command selection list. Command Branch is aware of the pending CRB process and the flagging action. They will coordinate the timing of the officer's command assignment, or the delay required to execute the CRB. If there are specific questions regarding assignment or how the CRB may affect the officer's command selection, contact the Command Branch team at: https://www.hrc.army.mil/content/Command Management Division (CAC card required)

4-6 *Can the officer speak to the board to explain their case?*

No. Personal appearance before any board, to include a CRB, is not permitted. The officer may submit a written rebuttal including supporting documentation/evidence for their case. This rebuttal is sent in electronic format (PDF) to the DA Secretariat for the board members.

4-7 *How long does the officer have to submit a rebuttal?*

The officer must return their initialed and signed acknowledgment memorandum within five days of receipt of notification to let the case manager know their intentions. Active Duty and Reserve Component Officers both have 14 days from receipt of notification to

complete the rebuttal package and submit to their case manager. Although short extensions, not more than 14 days, are authorized, they will only be granted if there are extreme circumstances that prevent timely rebuttal submittal. Extension requests with a clear explanation of reason will be submitted through email to the case manager for review. The officer will receive an approval or denial for the extension via email from their case manager once the Chief, Special Actions reviews the request.

4-8 *Does the officer have to submit a rebuttal?*

No. There are three options listed on the acknowledgment memorandum.
The officer must elect one of the following: submit a rebuttal, not submit a rebuttal, or elect to decline the command in lieu of a CRB forgoing the CRB process altogether. If they choose not to submit a rebuttal, the officer will initial on the appropriate line and return the acknowledgment memorandum to the case manager. Although it is the officer's choice, we encourage everyone to submit a rebuttal as this is their only opportunity to speak on their behalf or to point out why they should be retained on the command selection list.

4-9 *What format is used for the rebuttal?*

Use a standard memorandum format (AR 25-50), address it to the President - Command Review Board, and ensure that it lists all references/documents as enclosures. (See Fig. 3-1.) Officers may include anything that they deem important to their case. If third parties write on the officer's behalf, they must sign the document and send it to the officer for inclusion in their rebuttal packet. Electronic signatures with CAC card or scanned originals are both acceptable. We cannot accept letters or memorandums sent directly to HRC from the third party. Care should be taken to label all enclosures in the order they are to appear before the board. Once completed with assembly of the rebuttal packet, including third party memorandums, scan it into PDF format and save it to a computer. Do not send it directly to HRC from a scanner or digital sender. Open the PDF file and review it to insure that it is legible, dark enough to be read, dates and signatures are clearly visible, margins are not off the page rendering the content to be unseen, and that the file is able to open in PDF format with no errors. Once completely satisfied, save the file as "Lastname- CRB Rebuttal.pdf." Email the rebuttal pdf file to the team email box: usarmy.knox.hrc.mbx.tagd-opsa@mail.mil and *cc*: the case manager. The officer will receive an email verifying receipt of the rebuttal attachment within 72 hours. If verification is not received notify the case manager. The file may not have cleared network security protocols.

4-10 *What is the CRB process?*

Once the officer's rebuttal is received, it is packaged with a memorandum from our office directing the CRB to convene at the earliest date that is sent to the DA Secretariat for boarding. The CRB is usually conducted within 120 days but may vary due to board composition and availability. The board's recommendation will be staffed through channels (G1, OTJAG, VCSA, CSA, ASA) to either the Vice Chief of Staff of the Army or the Chief of Staff of the Army, who will direct the officer's retention or removal from the command selection list.

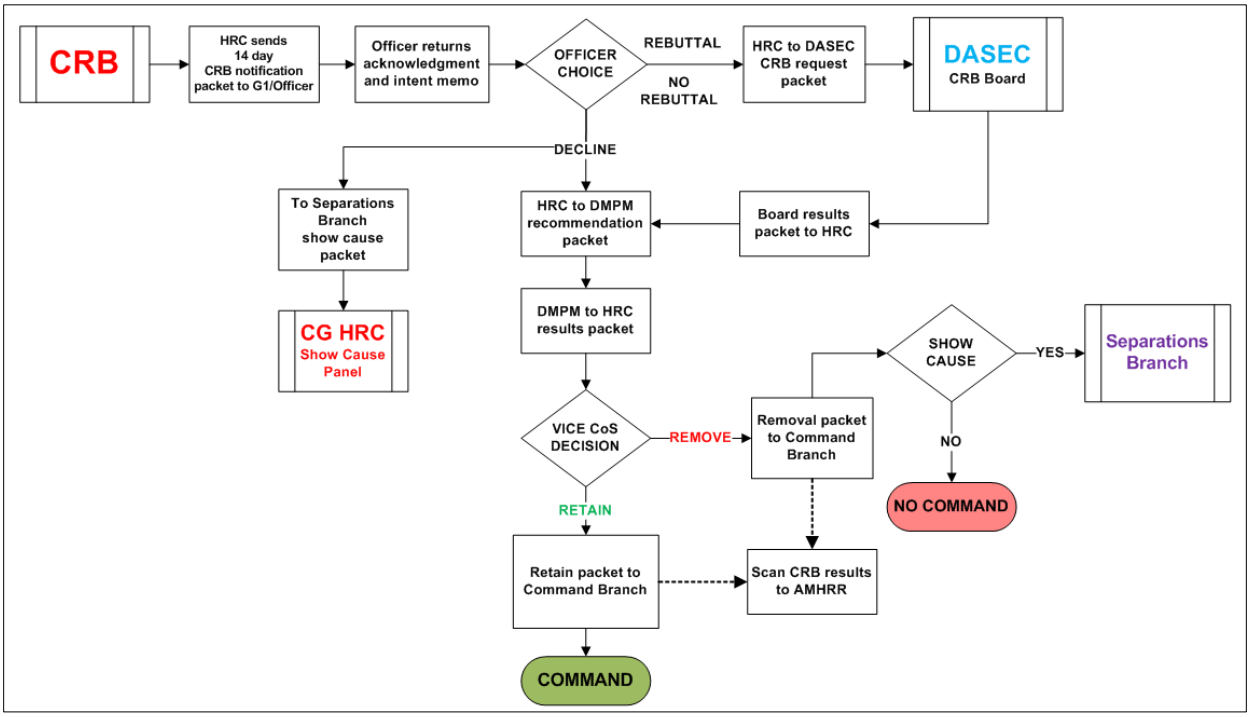


Figure 4-1, CRB process map

4-11 *When will the CRB be conducted?*

The DA Secretariat has 120 days to conduct the CRB. The CRB is normally conducted at the conclusion of a regularly scheduled selection board that meets the specific board criteria for the officer being considered. It is not necessary to wait until the officer's specific O-grade promotion board convenes. Once we send your packet to be voted, no corrections or additions can be made to your rebuttal packet. Once we send the case file to be voted, no corrections or additions can be made to the rebuttal packet. If there is a need to revoke the rebuttal packet, a new board will need to be scheduled, further delaying the CRB decision.

4-12 *How long does the CRB process take?*

Unfortunately, the CRB process is not a quick one. From initial CRB notification to final Vice Chief of Staff decision takes **8 to 12 months**. Updates to the progress of the CRB will be emailed to the officer as the case manager gets them. **Do not call trying to get information on the status of a CRB. If we have additional information or updates to the officer's timeline, we will let them know via email. If the officers do not hear from us, that is an indication that we do not have any additional NEW information.** We have not forgotten about the case, even if it has been several months since we have communicated. Please keep in mind, we staff hundreds of ongoing cases. We strive to provide each case with our professional attention as often as necessary; time just will not permit daily, weekly or monthly updates. Every CRB case is adjudicated by the Vice Chief of Staff of the Army and, as such, must be staffed through the DMPM to the Office of the Secretary of Defense. While we know the routing through senior Army leadership follows a rigid and exact process, we cannot provide updates as to what desk the case file is at within that process. Additionally, please do not expect a different answer by having your supervisor call. The Pentagon's process does not allow for special attention, regardless of the level of inquiry.

4-13 *What information will the CRB consider?*

The CRB will consider the officer's rebuttal, AMHRR, ORB, and official photo as those records exist when the CRB convenes. If the adverse information does not appear in the officer's AMHRR, a copy will be provided to the board by this office. Other adverse information may be considered at the discretion of the Vice Chief of Staff of the Army on special cases; however, this is not a normal occurrence. If the adverse information being referred to the CRB is from DAIG or CID, those reports will be redacted to Privacy Act Standards and sent forward to the board.

4-14 *Are officers informed of the recommendation made by the CRB?*

No. As with any selection board, this is only a recommendation to the Chief of Staff or Vice Chief of Staff of the Army. The officer will be notified at the conclusion of the process and only when we have the signed retain or remove document.

4-15 *When will the HQDA flag (F) be removed?*

The officer will remain flagged until a final decision is made by the Vice Chief of Staff of the Army and the results are returned from the Army G1.

4-16 *What's the process for notification of final CRB results?*

CRB final results comes one of two ways:

a. If the Vice Chief of Staff of the Army **RETAINS** the officer on the command selection list, the Command Branch, the officer and their G1 will receive notification via official military email. The email will have attached the scanned "retain" memo and a memorandum from the Special Actions office with additional instructions that pertain to the command selection. The Command Branch will then use the information for the officer's command assignment.

b. If the Vice Chief of Staff of the Army **REMOVED** the officer on the command selection list, the Command Branch, and the officer's G1 will receive notification via official military email. The email will have attached to it the scanned "remove" memo and a memorandum from the Special Actions office with additional instructions. The officer will then be notified by the chain of command of the removal decision. The officer will receive an email in about 72 hours with the same attachments for their records. In extreme circumstances where there is no direct chain of command available, the removal information will be emailed directly to the officer. In either case, the Vice Chief of Staff of the Army "remove" or "retain" memo will be filed in the officer's AMHRR, IAW AR 600-8-104.

4-17 *When is the next consideration for command if removed by CRB?*

Officers removed from a command selection list by CRB, or that decline command in lieu of CRB, are no longer eligible to compete for command selection at any grade.

Section 5 - HQDA Flag Screen and Request for Information (RFI)

5-1 *What is a flag screen?*

HQDA will continuously review selection lists to ensure that no officer is promoted or placed into command where there is cause to believe that he or she is mentally, physically, morally, or professionally unqualified to perform the duties of the higher grade or position. To do this, HRC queries all available personnel systems to identify those that may have questionable conduct, pending unfavorable actions, or an open or ongoing investigation, that if found to be substantiated and relevant, may reasonably and materially affect a promotion or command recommendation.

5-2 *Why are officers flagged by HQDA?*

Any pertinent information found in the flag screen will cause HQDA to initiate a suspension of favorable actions flag, delay of or removal from a selection list (F), on any promotable officer or an officer that was selected for command. This HQDA (F) flag will automatically delay an officer's promotion or their taking command. For promotable officers, the flag will prevent an erroneous promotion IAW AR 600-8-29, paragraph 1-19 or AR 135-155, paragraph 4-11. The HQDA (F) flag is non-transferable and will prevent voluntary separation or unqualified resignation actions until the promotion status is resolved. HRC will send notification to the unit G1 for action. This notification will include the DA Form 268 initiating the HQDA (F) flag.

5-3 *The unit's flag was already removed, why is there still an HQDA flag?*

IAW AR 600-8-2, flagging actions for officers that are on a promotion list can only be removed by HQDA. This includes the unit's local flagging action. Although the unit may have changed the system to reflect no flag, HRC will consider the unit's flag still in effect until HQDA gives the go-ahead to remove it. This ensures the officer's promotion status is reviewed for eligibility and provide due process for any potential promotion or command selection reconsideration.

5-4 *Officer received punishment since the board, now what?*

When adverse documents are directed to be filed in a promotable officer's AMHRR, if not previously seen by the board that selected the officer for promotion/command, HRC must refer the officer to a PRB or CRB to reconsider the promotion/command status as previously discussed. Information from the unit of other pending adverse actions, to include a referred OER, will also be taken into consideration. If the unit is working a

referred evaluation, the officer should be flagged (D) by the unit and effective at the time it was determined to be a referred report.

5-5 *Steps to have the HQDA flag removed*

HRC will only remove the HQDA (F) flag on an officer when:

a. **PRB/CRB is finalized:** The Secretary of the Army/Vice Chief of Staff of the Army returns the final decision to retain or remove the officer from the promotion/command list based on a PRB/CRB recommendation or on an officer's declination of promotion in lieu of PRB/CRB. HRC will automatically remove the flag and send notification to the officer.

b. **Erroneous flag (Z) or case closed favorably (C):** If the command removes the flag as erroneous or as closed favorably IAW AR 600-8-2, Table 2-2, HRC will require the following documents from the command:

(1) DA 268 initiating the flag.
(2) DA 268 closing the flag as Z or C.
(3) A memorandum that includes a brief explanation of the circumstances of the flag, a statement attesting that no further adverse information will come from this incident (e.g. Referred OER, GOMOR, or other UCMJ action), and specific verbiage requesting the removal of the HQDA (F) flag, signed by the first COL (O-6) in the chain of command. See Figure 5-2 for memorandum example.

c. **Case closed unfavorably (D), including a locally filed GOMOR**: If the command removes the flag unfavorably IAW AR 600-8-2, Table 2-2, HRC will require the following documents from the command:

(1) DA 268 initiating the flag.
(2) DA 268 closing the flag as D.
(3) LOR/GOMOR filing disposition memorandum.
(4) A memorandum that includes a brief explanation of the circumstances of the flag, a statement attesting that no further adverse information will come from this incident (e.g. a Referred OER, GOMOR, or other UCMJ action), and specific verbiage requesting the removal of the HQDA FA flag, signed by the first COL (O-6) in the chain of command. See Figure 5-2 for memorandum example.

SUPPLEMENTAL FLAG TABLE

Flag Code	Flag Reason	Report Type Codes A	C	D	E	Z
A	Adverse Action (except Reason Codes H, U, and V)	✓	✓	✓		✓
B	Involuntary Separation or Discharge (Field Initiated)	✓	✓	✓		✓
C	Removal from a Selection List (Field Initiated)	✓	✓	✓		✓
D	Referred OER or Relief for Cause NCOER	✓	✓	✓		✓
E	Security Violation	✓	✓	✓		✓
F	HQDA Delay of Promotion or Removal from a Selection List (HQDA Initiated)	✓	✓	✓		✓
H	Punishment Phase (Adverse Action) ***Transferable**	✓	✓	✓		✓
J	Army Physical Fitness Test Failure ***Transferable**	✓			✓	✓
K	Army Body Composition Program ***Transferable**	✓			✓	✓
L	Commanders Investigation	✓	✓	✓		✓
M	Law Enforcement Investigation	✓	✓	✓		✓
P	Not Recommended for Automatic Promotion to PV2/PFC/SPC	✓			✓	✓
T	Not Recommended for Automatic Promotion to 1LT/CW2	✓			✓	✓
U	Drug Abuse (Adverse Action)	✓	✓	✓		✓
V	Alcohol Abuse (Adverse Action)	✓	✓	✓		✓
W	Involuntary Separation or Discharge (HQDA Initiated)	✓	✓	✓		✓
X	Other - Lautenberg Amendment	✓	✓	✓		✓
X	Other - No Family Care Plan	✓			✓	✓
X	Other - Army Medical Department Failure to Obtain or Maintain a License, Certification, and/or Registration	✓	✓	✓		✓
X	Other - Chaplain - denominational endorsement or credential matters	✓	✓	✓		✓
X	Other - Professional licensing of judge advocates, legal administrators, and military paralegals	✓	✓	✓		✓
X	Other - Non-compliance with 10 USC Section 10206, Members: Physical Examinations (ARNG and USAR ONLY)	✓			✓	✓

Note: Report Type Codes are:

A – Initial. Prepare this report in every instance that requires a Flag.

C – Final Report – Favorable. Prepare this report when an investigation results in no substantiated findings, charges are dropped, Soldier is exonerated, or no disciplinary action is taken. **Do not use this code for APFT or ABCP flag removals.**

D – Final Report – Unfavorable. Prepare this report when –
1. The investigation finds substantiated charges; or –
2. The punishment is completed. Punnishment includes locally filed GOMOR or LOR, and both verbal and written counselings.

E – Final Report – Other. Prepare this report when –
1. The Soldier with an active Flag for APFT failure passes a record APFT **(Flag code J)**.
2. The Soldier is not in compliance with the ABCP and the Soldier subsequently meets the Army body composition standard **(Flag code K)**.
3. The commander's decision to block an automatic promotion **(Flag codes P and T)** is removed.
4. The Soldier's Family Care Plan **(Flag code X)** is certified.
5. The Soldier completes a Periodic Health Assessment IAW 10 USC §10206 **(Flag Code X) (ARNG and USAR ONLY)**
6. Death of a Soldier.

Note: Do not use Report Type Code E to close erroneous Flags.

Z – Erroneous Report. Use this report to close flags that have been deemed to have been emplaced erroneously.

AR 600-8-2 Supplemental Table, **September 2016**

Figure 5-1, Supplemental Flag Table

Example memorandum for first O6 or above in the officers chain of command

DEPARTMENT OF THE ARMY
(Unit Letter Head)

YOUR-OFFICE-SYMB Date

MEMORANDUM FOR Commander, HRC (AHRC-PDV-PS), 1600 Spearhead Division Avenue, Fort Knox, KY 40122-5407

SUBJECT: Request Removal of HQDA Flag (FA) for 1LT Joseph L. Snuffy, HHC, 1st Battalion, 12th Cavalry Regiment, 3rd Armored Brigade Combat Team, Fort Hood, TX 76544

1. 1LT Snuffy was flagged for a Commander's Investigation (Code L) on 27 January 2013. He was under investigation due to his alleged involvement in an altercation involving officer misconduct.

2. The outcome of the investigation found that 1LT Snuffy was not responsible for any of the unprofessional actions that occurred with respect to the altercation in question. The case was closed favorably, and 1LT Snuffy's Code L flag was lifted with an effective date of 18 April 2014.

3. No further derogatory information or adverse action will be filed in the officers AMHRR to include a Referred OER, GOMOR, AR 15 or other UCMJ action, as a result of this incident. In light of this, the officer's chain of command requests the removal of the HQDA FA flag.

Choose the appropriate paragraph 4, and delete the one that is not needed.

4. I find that the action(s) or conduct of this Officer does not violate § 3583 (Requirement of exemplary conduct), Title 10 US Code, therefore, I believe that a Promotion Review Board (PRB) is not warranted.

4. In lieu of local filing as mentioned above, I find that the action(s) and/or conduct of this Officer does violate § 3583 (Requirement of exemplary conduct), Title 10 US Code, therefore, I believe that a Promotion Review Board (PRB) is warranted.

5. The point of contact for this action is (Unit POC Name), Brigade Adjutant, at 123-555-5151 or by e-mail at POC email address.mil@mail.mil.

SIGNATURE BLOCK
O6 or Above

1. Reason, offense, charge

2. Findings, results, how the case was resolved, Punishment (local GOMOR, AR15, etc.)

3. Statement for no future derog to include: Referred OER, GOMOR, AR15, other UCMJ action etc.)

4. Unit POC info. Include name, rank, phone number and an email address

Figure 5-2, Unit request to remove an HQDA Flag

Section 6 - Reference and Contact Information

1. ***HRC Website***
   http://www.hrc.army.mil/

2. ***S1 NET Adverse Actions and Flags***
   https://www.milsuite.mil/book/community/spaces/apf/s1net/flags

3. ***Title 10 Law***
   https://www.law.cornell.edu/uscode/text/10

4. ***The Library of Congress for Presidential Nominations***
   https://www.congress.gov/search

5. ***Army Review Boards Agency (ARBA)***
   http://arba.army.pentagon.mil/Unfavorable.cfm

6. ***Army Regulations***
   http://www.apd.army.mil/

7. ***AC Officer Promotions*:**
   Web: https://www.hrc.army.mil/TAGD/Officer and WO Selections and Promotions
   E-Mail: usarmy.knox.hrc.mbx.tagd-ac-officer-promotions@mail.mil
   Phone: 502-613-9009

8. ***RC Officer Promotions*:**
   Web: https://www.hrc.army.mil/TAGD/Officer and WO Selections and Promotions
   E-Mail: usarmy.knox.hrc.mbx.tagd-rc-officer-promotions@mail.mil
   Phone: 502-613-9012

9. ***Separations and Retirements Branch*:**
   Web: https://www.hrc.army.mil/content/Retention and Transition Points of Contact

10. ***Command Branch*:**
    Web: https://www.hrc.army.mil/content/Command Management Division

Points of Contact for PRB, CRB, Flags, and Scroll Withholds

***Officer Promotions, Special Actions*:**

E-Mail: usarmy.knox.hrc.mbx.tagd-opsa@mail.mil
Web: https://www.hrc.army.mil/TAGD/Officer and WO Selections and Promotions
Phone: Commercial: 502-613-9010, DSN: 983

Case Managers will be assigned by the first letter of the Last name and are only available by emailing the team email box or team phone line above.

This office has an extremely high case volume.
Email is the preferred method of communication as calls are just not practical and may go unanswered during peak periods.

Suggested improvements or issues found in this publication?

Contact the author at: kenneth.e.godfrey2.civ@mail.mil

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15 November 2016

AHRC
TAGD-OPSA
15 November 2016

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