



CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

DJS-G/FO
DISTRIBUTION: A, B, C, J, S

CJCSI 1331.01B
29 August 2003

MANPOWER AND PERSONNEL ACTIONS INVOLVING GENERAL AND FLAG OFFICERS

References: See Enclosure F

1. Purpose. This instruction implements Department of Defense (DOD) policy and provides guidance for the effective management of general/flag officer (G/FO) actions involving joint duty assignments (JDAs) or positions of importance and responsibility per title 10, United States Code (USC) (10 USC), and DOD policy and directives.
2. Cancellation. CJCSI 1331.01A, 12 February 1999, is hereby canceled.
3. Policy. G/FO joint management is directed by provisions of 10 USC, DOD directives and instructions as implemented by this CJCSI.
4. Definitions. See Glossary.
5. Responsibilities. Responsibilities of Military Services, joint organizations, and activities are provided in Enclosures A through E.
6. Summary of Changes. This instruction updates the authorized ceilings for G/FO structure spaces and grades. It also includes the most recent changes to 10 USC and OSD policy with respect to general and flag officer matters.
7. Releasability. This instruction is approved for public release; distribution is unlimited. Copies of this instruction may be obtained through the Internet from the CJCS Directives Home Page--
<http://www.dtic.mil/doctrine/jel/cjcsd.htm>. Copies are also available

through the Government Printing Office on the Joint Electronic Library CD-ROM.

8. Applicability. This instruction applies to the Military Departments, the Joint Staff, the unified combatant commands, Defense colleges, the Defense agencies, the DOD Field Activities, US elements of the combined commands and other DOD components and Federal agencies to which general and flag officers may be assigned.

9. Effective Date. This instruction is effective upon receipt.

For the Chairman of the Joint Chiefs of Staff:



JAMES A. HAWKINS
Major General, USAF
Vice Director, Joint Staff

Enclosures:

- A -- Manpower Structure
 - Appendix A -- Distribution of General / Flag Officers
 - Appendix B -- Example of Joint Tour Length Waiver
- B -- Personnel
 - Appendix A -- Example of Time-In-Grade Waiver for Retirement
- C -- Training Requirements
 - Appendix A-- Example of Capstone Waiver Requests
- D -- Joint General/Flag Officer Management
 - Appendix A -- Chronology of G/FO Authorizations
 - Appendix B -- Example of Nomination Package
 - Appendix C -- Nomination Coordination Matrix
- E -- Promotion Board Reports
 - Appendix A -- Example of Joint Promotion Statistics
 - Appendix B -- Example of Joint Representative Request
 - Appendix C -- Example of Promotion Board Package
- F -- References
- GL -- Glossary

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LIST OF EFFECTIVE PAGES

The following is a list of effective pages for CJCSI 1331.01B. Use this list to verify the currency and completeness of the document. An "O" indicates a page in the original document.

PAGE	CHANGE	PAGE	CHANGE
1 thru 2	O	D-B-1 thru D-B-2	O
i thru vi	O	D-C-1 thru D-C-4	O
A-1 thru A-17	O	E-1 thru E-8	O
A-A-1 thru A-A-2	O	E-A-1 thru E-A-2	O
A-B-1 thru A-B-2	O	E-B-1 thru E-B-2	O
B-1 thru B-4	O	E-C-1 thru E-C-2	O
B-A-1 thru B-A-2	O	F-1 thru F-2	O
C-1 thru C-2	O	GL-1 thru GL-6	O
C-A-1 thru C-A-2	O		
D-1 thru D-12	O		
D-A-1 thru D-A-11	O		

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ENCLOSURE A

MANPOWER STRUCTURE

1. Joint Duty Assignment List (JDAL).

a. The JDAL is a consolidated listing of all JDAs approved for a multi-Service or multinational command or activity that is involved in the integrated employment or support of the air, land, sea, space and special operations forces of at least two of the three Military Departments. Such involvement includes, but is not limited to, matters relating to national security strategy, national military strategy, joint doctrine and policy, strategic planning, contingency planning and command and control of combat operations under a unified command.

b. Throughout the joint manpower process (JMP), all joint organizations and activities will propose to the Director, Joint Staff, Joint G/FO Matters Office, additions, deletions and changes to the JDAL affecting general and flag officers, including changes of critical joint duty assignments. Only the Secretary of Defense may approve changes of critical position designations. Changes to duties or position titles for 3- and 4-star positions require that the position be redesignated by the President as one of importance and responsibility under 10 USC 601.

c. By delegation and DOD policy the PDUSD (P&R) shall approve the JDAL based on the recommendations of the Deputy Under Secretary of Defense for Program Integration and the CJCS. By practice, the PDUSD (P&R) approves all additions and/or deletions or modifications to the GFO JDAL in all cases where there is no GFO JDAL growth and the addition and/or deletion or modification is noncontroversial with coordinating agencies.

d. Changes to the JDAL, other than as stated above, may be made by the Joint G/FO Matters Office in accordance with procedures established by the Director, Joint Staff. The Position Management File of the Joint Duty Assignment Management Information System (JDAMIS) will constitute the official statement of JDA positions and will be modified only in consonance with the approval authority specified above.

e. Position Establishment Procedures

(1) Requests to establish G/FO JDA positions are submitted through the Chairman of the Joint Chiefs of Staff to the Secretary of

Defense or PDUSD (P&R) for approval. The Secretary may establish positions without prior certification; however, normal procedures require validation of the requirement before establishment of the position. The PDUSD (P&R) manages the JDAL validation process.

(2) Unless otherwise directed, G/FO JDAs are removed from the JDAL only after coordination with the activities involved and the Services. After coordination, the Chairman recommends to the Secretary of Defense or PDUSD (P&R) removal of the position. Once the Secretary of Defense approves the removal, G/FO will remove the position from the JDAMIS position file.

2. Joint Duty Assignment. A JDA is an assignment to an approved JDAL position. Positions within an officer's own Military Department, assignments for joint education, joint training, or to overstrength or temporary positions in a joint organization do not fall within the definition of 10 USC 661(d)(A).

3. Critical Joint Duty Assignment (CJDA).

a. CJDA is a position for which, considering the duties and responsibilities of the position, it is highly important that the occupant is particularly trained in, and oriented toward, joint matters.

b. According to 10 USC 661(d)(3)(A), a substantial portion of G/FO JDAs must be designated as critical. "Substantial" is defined by 10 USC as more than 50 percent of G/FO JDAs.

c. Heads of joint organizations and activities may submit requests to designate JDAs as critical, or remove specific JDAs from the critical list. Requests should be sent through the Chairman of the Joint Chiefs of Staff, via the Joint G/FO Matters Office, to the Secretary of Defense.

d. Requests to designate a position as a CJDA must be fully justified. CJDAs are identified in a separate section of the G/FO portion of the JDAL. Changes will be incorporated during the semi-annual JDAL update.

e. Critical positions are not necessarily the most key and essential billets in an activity. Considerations for designating a billet as critical include:

(1) Billet prerequisites. Avoid technical or specialized skill positions. Do not overlap with other CJDAs.

(2) Parity among Defense agencies.

(3) Distribution within the organization. Avoid deputies and vice positions when principal is critical.

f. CJDA Requirements. Only joint specialty officers (JSOs) may serve in a CJDA position, 10 USC 661(d)(2)(B). Incumbents must be joint specialists who are best fitted for the billets by virtue of requisite background.

(1) Reassignment of JSOs. Joint organizations and activities will not permanently reassign (other than for cause) JSOs filling critical JDA positions without the concurrence of the respective Service.

(2) Non-JSO in CJDA. By law, 10 USC 661(d)(2)(B), only JSOs may fill CJDA positions unless the Secretary of Defense grants a waiver. The Chairman of the Joint Chiefs of Staff, under delegated authority, may, on a case-by-case basis, waive the assignment of a non-JSO to a CJDA, 10 USC 661(d)(2)(C). However, only the President may waive this requirement for G/FOs nominated for CJDA combatant commander positions, 10 USC 164(a)(2).

4. Dual-Hat JDA. In a dual-hatted position, the incumbent officer has responsibilities to the officer's Service and to a joint, combined, or international activity. Approved dual-hatted positions are identified as such in the Blue Book (See Enclosure D). To be considered for recommended inclusion on the JDAL, the dual-hatted position must meet the following criteria:

a. The applicable joint, combined, or international activity's position is listed on the JDAL as approved by the Secretary of Defense.

b. The incumbent officer is significantly involved in carrying out responsibilities to the joint, combined or international activity.

c. The incumbent officer receives a performance evaluation or evaluation input from an officer of the joint, combined or international organization or activity. The evaluation is included in the officer's official personnel records. Additional information such as a rating form, letter or other formal correspondence from an official of the parent Service, addressing the officer's in-Service performance, may be attached to the performance report for the applicable rating period.

d. The officer is formally assigned to an authorized position in the joint, combined or international activity.

5. Cross-Department JDA. In this assignment, a G/FO serves full-time duties with another Military Department or with the armed forces of another nation. All the following criteria of the cross-Department definition must be met for a position to be recommended for inclusion on the JDAL:

a. The position must meet the JDA definition.

b. The incumbent must spend a significant amount of time involved in joint matters.

c. The incumbent must receive an official performance evaluation or evaluation input from an officer of the host Department. An evaluation from a Service that is a part of the host department or host nation is included in the officer's official personnel records. The requesting Service may establish review procedures to ensure that performance evaluations comport with its policies and procedures.

d. The position must be approved in the requesting Service and have been transferred to an outside Department account, i.e., formally assigned to a position outside the Military Department. For officers assigned to another Military Department, this means assignment to a position in the Department where serving.

6. Service-Specific Joint Billets. The incumbent has responsibilities to the individual's Service and to a joint, combined or international organization or activity. Such billets were incorporated within the JDAL at the request or concurrence of the Chiefs of the Services and have been documented on the JDAL. The officers assigned to these positions accumulate joint duty credit.

7. US Delegation to the United Nations Military Staff Committee

a. Article 47 of the UN Charter provides for a UN Military Staff Committee (UNMSC), comprised of the chiefs of staff of the Security Council's permanent members or their representatives, to advise the Security Council. The Chairman of the Joint Chiefs of Staff, pursuant to 10 USC 153, has the responsibility for determining US representation to the UNMSC. 10 USC 711 provides that the President, by and with the advice and consent of the Senate, may appoint an officer of the Army, an officer of the Navy or Marine Corps and an officer of the Air Force as senior members of the Military Staff Committee of the United Nations (UNMSC). An officer so appointed has the grade of lieutenant general or vice admiral, as the case may be, while serving under that appointment.

b. The Director, J-5, Joint Staff, has been designated by the Chairman of the Joint Chiefs of Staff as the CJCS representative, pursuant to CJCS authority in 10 USC 153. The Director, J-5, may be appointed a senior member per 10 USC 711 and entitled to the 37 USC 414 personal money allowance as a senior US member of the UNMSC. To assist the Chairman of the Joint Chiefs of Staff, representatives from the Joint Staff will be assigned additional duty as UNMSC representatives. Other representatives from the Joint Staff, Services, combatant commands, and joint agencies will be assigned to augment the UNMSC when specialized assistance is required.

8. Authorized Strength for General/Flag Officers on Active Duty

a. The number of G/FOs on active duty not to be exceeded for each Service is specified in 10 USC 526(a).

b. As provided in 10 USC 526(b), the Chairman of the Joint Chiefs of Staff may designate up to 12 G/FO positions that are JDAs for exclusion from the limits above. Officers in positions so designated shall not be counted for the purposes of those limitations. This authorization ceases on 31 December 2004. The addition of these 12 positions to the 877 G/FOs currently authorized for the Services, results in total authorization of 889 G/FOs on active duty.

c. The Joint G/FO Matters Office maintains "headspace tracker" reports that reflect each Service's total G/FO strength and reflects O-9 and O-10s, by name. Service general officer management officers (GOMOs) and flag officer detailers update this information regularly, but not less than the first day of each month.

d. Per 10 USC 661(c)(3)(E), the number of general and flag officers on active duty at the same time who were selected for the joint specialty while holding a general or flag officer grade and for whom a waiver for either JPME or for serving a full tour of duty in a joint duty assignment was granted is limited to 32. Service GOMOs/FO detailers provide this information to the Joint G/FO Matters Office on a monthly basis.

9. Chairman's 10 Positions

a. The Chairman's 10 positions are reserve component designated positions in the grades of either O-7 or O-8, in the unified and specified combatant commands, 10 USC 526(b)(2)(A).

b. Officers are assigned to these positions for a two-year tour of duty as they are considered to be JDAs, 10 USC 526(b)(2)(B), 10 USC 664(a), DODD 1300.19, Paragraph C.3.

c. Officers selected for the Chairman's 10 positions do not count against active duty general or flag officer end-strength unless one or more Service Secretaries do not nominate an officer(s) for the vacant position, 10 USC 526(b)(2)(B), (C), and (E), 10 USC 12004(b), (c)(1) and (d).

d. Age and time-in-grade restrictions apply, 10 USC 14508, 10 USC 14510 and 10 USC 14511.

10. Distribution of Commissioned Officers on Active Duty in General/Flag Officer Grades (10 USC 525)

a. No more than 50 percent of a Service's G/FOs may be above the grade of O-7.

b. No more than 15.7 percent of the general officers in the Army or Air Force or flag officers in the Navy may be appointed in a grade above major general or rear admiral (upper half). Of the 15.7 percent of general and flag officers of the Army, Air Force, or Navy on active duty who may be serving in grades above major general or rear admiral (upper half), not more than 25 percent may be serving in the grade of general or admiral.

c. No appointment may be made in a grade above major general in the Marine Corps if that appointment would result in more than 17.5 percent of the general officers of the Marine Corps on active duty being in grades above major general.

11. Special Authorization and Exemptions.

a. 10 USC 525, 526, 527, 528, and 604(b) authorize exemptions to the number of general and flag officers that would otherwise be permitted for that officer's armed force, for officers on active duty in grades above major general or rear admiral (upper half), as the case may be.

b. An officer serving as Chairman or Vice Chairman of the Joint Chiefs of Staff or as Chief of Staff to the President, if serving in the grade of general or admiral, is in addition to the number that would otherwise be permitted for his armed force for that grade, 10 USC 525(3).

c. Under 10 USC 525(b)(4)(B), the President may designate not more than seven positions within the Joint Staff (10 USC 155) to be exempt from the prescribed ceiling on the number of lieutenant generals and vice admirals that a Service may have on active duty. This authority of the President may not be delegated.

d. An officer serving in a position designated by the Secretary of Defense as the Senior Military Assistant to the Secretary of Defense, if serving in the grade of lieutenant general or vice admiral, is in addition to the number that otherwise would be permitted for that officer's armed force for that grade, 10 USC 525(b)(C)(8).

e. All exempt positions are included in the total authorized G/FO strength and are drawn from the authorized O-8 population.

f. A summary of the above authorizations and exceptions is found in Appendix A.

12. The Chairman's Pool

a. Per the Secretary of Defense memorandum of 29 December 1994, a certain number of O-9 and O-10 entitlements are pooled with the 11 exemptions granted under 10 USC 525 to create a Chairman's "pool" for 11 O-10 and 18 O-9 joint positions.

SERVICE CONTRIBUTIONS TO CHAIRMAN'S POOL

	O-9	O-10
Army	3	5
Navy	3	2
Air Force	3	2
Marine Corps	0	0
TOTAL	9	9

b. The following O-10 positions are included in the Chairman's Pool.

- (1) Commander, US European Command
- (2) Commander, US Joint Forces Command

- (3) Commander, US Central Command
 - (4) Commander, US Northern Command
 - (5) Commander, US Pacific Command
 - (6) Commander, US Southern Command
 - (7) Commander, US Special Operations Command
 - (8) Commander, US Strategic Command
 - (9) Commander, US Transportation Command
 - (10) Commander, US Forces Korea
 - (11) Deputy Commander, US European Command
- c. The following O-9 positions are included in the Chairman's Pool.
- (1) Principal Deputy Director, Program Analysis and Evaluation
 - (2) Director, Missile Defense Agency
 - (3) Director, Defense Logistics Agency
 - (4) Director, Defense Information Systems Agency
 - (5) Director, Defense Intelligence Agency
 - (6) Director, Defense Security Cooperation Agency
 - (7) Director, National Security Agency
 - (8) President, National Defense University
 - (9) Deputy Commander, US Joint Forces Command
 - (10) Deputy Commander, US Central Command
 - (11) Chief of Staff, US European Command
 - (12) Deputy Commander, US Northern Command

- (13) Deputy Commander, US Pacific Command
- (14) Deputy Commander, US Strategic Command
- (15) Deputy Commander, US Transportation Command
- (16) Deputy Commander, US Special Operations Command
- (17) US Military Representative to NATO Military Committee
- (18) Deputy Chairman, NATO Military Committee

13. Three- and Four-Star Headspace

a. G/FOs using O-9 or O-10 headspace from the Chairman's Pool must revert to Service headspace immediately upon relinquishing the joint position, except in the case of retirement.

b. If an officer's last active duty assignment is a joint 3- or 4-star position, that officer will retain the joint headspace until retirement or the 61st day following departure from the billet. The replacement for that position may be frocked or may use Service headspace, but may not be promoted using Chairman's Pool headspace until the retirement of the previous incumbent.

c. 10 USC 601(b) provides that, pending retirement, the O-9 or O-10 grade may be held for no more than 60 days following departure from the position of importance and responsibility while awaiting retirement. The 60-day period begins on the day the officer is relieved from the position. On the 61st day, the officer will revert to the permanent grade (normally two-star), until retirement at the grade approved by the Secretary of Defense. Should an officer exceed the 60-day limit while waiting retirement, that headspace will become available for the replacement on the 61st day.

d. Three- and four-star officers moving between joint positions will create a ripple effect with the headspace authorization. For example: The Deputy Commander, US Central Command, elects to retire and a 3-star general moves from the J-6, Joint Staff, as the backfill. When a 2-star is selected to become the J-6, that officer may not be promoted until the incumbent retires (or the 61st day). If a 3-star general is selected to become the J-6, that officer will retain Service headspace until the Deputy Commander, US Central Command, headspace becomes available.

14. Positions of Importance and Responsibility

a. Under 10 USC 601, the President may designate positions of importance and responsibility authorized to carry the grade of general or admiral or lieutenant general or vice admiral. Officers assigned to positions of importance and responsibility have the grade specified for that position if they are appointed by the President of the United States, by and with the advice and consent of the Senate. Nominations for appointment to 3- or 4-star grade and requests for designation of positions of importance and responsibility may be made concurrently. Requests for designation of positions of importance and responsibility only need to be made once; however, any changes to the position (such as duty title or significant duties) require that the original position be released from designation as such and the new position be designated as one of importance and responsibility.

b. All nominations for appointment to three- or four-star grade will be forwarded to the Secretary of Defense through the Chairman of the Joint Chiefs of Staff. Under 10 USC 601(d)(1), when an officer is recommended for initial appointment to three- or four-star grade, the Chairman shall submit an evaluation of the performance of that officer as a member of the Joint Staff and in other joint duty assignments to the Secretary of Defense.

c. The Chairman of the Joint Chiefs of Staff is authorized to nominate military officers for assignment to positions of importance and responsibility carrying four-star grade under 10 USC 604. These nominations will be processed in accordance with the provisions of DOD Instruction (DODI) 1320.4 except that such nominations need not originate with the Secretary of a Military Department.

d. Under 10 USC 601(b), an officer appointed to three- or four-star grade will continue to hold that grade:

(1) While serving in a position of importance and responsibility.

(2) While under orders transferring to another position designated to carry the same or higher grade, beginning on the day that assignment to the first position is terminated and ending on the day before the assumption of the second position. Note: To be considered under orders, the officer must be confirmed for the next 10 USC 601 position.

(3) While hospitalized, beginning the day of the hospitalization and ending the day discharged from the hospital, but not more than 180 days.

(4) While waiting retirement, beginning the day of relief from the position designated to carry said grade and ending the day before retirement, but not to exceed 60 days.

15. Reallocations of General and Flag Officer Authorizations

a. Under the provisions of 10 USC 525(c), the President may approve the reallocation of three- and four-star entitlements by offsetting appointments between Services. Each appointment in excess of the applicable number in one Service must be offset by an equivalent grade reduction in another Service, other than the Coast Guard.

b. The Secretaries of the Military Departments are required to include a statement in all nomination packages whether the proposed action will or will not result in the applicable Service exceeding the number of three-star or four-star authorized positions.

c. Appointments become effective upon Senate confirmation and assumption of a 10 USC 601 position by the officer. Any reallocated entitlement will terminate and revert to the appropriate Service upon termination of the assignment of the officer to that position. The Secretary of the Military Department may request the three- and four-star entitlement be reallocated to the same position or another position as part of a nomination recommendation submitted under the provisions of DODI 1320.4. The three- and four-star entitlement decision will accompany the CJCS performance evaluation and appointment recommendation sent to the President by the Secretary of Defense.

16. Tour Lengths for Joint Duty Assignments

a. Under 10 USC 664(a), the tour length of a G/FO JDA will not be less than 2 years. The Secretary of Defense may waive the tour length in the case of any officer per 10 USC 664(b).

b. In accordance with DODI 1300.20, Enclosure 8, paragraph 2, to receive credit for a joint G/FO tour, an O-7 must serve at least one full day in the JDA as a promoted (not frocked) G/FO. An O-6 assigned to an O-7 position serves a 36-month field grade tour unless otherwise designated.

c. Most G/FO JDAs are identified and managed as 2-year assignments. The tour length for most Defense agency directors is 3 years. Acquisition billets are governed by additional legislation that may require tour lengths of 3 or 4 years. Tour lengths for each G/FO JDA billet are clearly identified in the Blue Book.

d. Tour length is established by starting with the date the officer officially reports to the joint activity for duty. The tour ends when the officer is officially detached from the joint activity under permanent change of station orders. The Joint G/FO Matters Office will manage overlap and gap times. Leave en route to or from the joint activity outside the official attach and detach timeframe is not considered part of a joint duty tour. Officer evaluation reports are not to be used as a source document to ascertain tour dates. JDAMIS entries are the official source document for the start and end dates of joint duty tours.

e. The Military Services must submit a written request 180 days prior to the tour expiration (Appendix B) to request the extension of an incumbent G/FO in a nominative or rotational JDA beyond the required tour length. Service-specific positions that require a 60-day or less extension of the incumbent may be authorized telephonically between the Service GOMO/FO detailers and the Joint G/FO Matters Office. However, extensions of 61 days or more must be requested in writing 90 days prior to the expiration date of the required tour length to gain concurrence of the Chairman of the Joint Chiefs of Staff.

f. Under 10 USC 155, an officer who is assigned or detailed to permanent duty on the Joint Staff may not serve for a tour of duty of more than 4 years. However, the tour may be extended with the approval of the Secretary of Defense.

g. Joint organizations and activities will not permanently reassign (other than for cause) G/FOs filling JDA positions without the concurrence of the respective Service and the Chairman of the Joint Chiefs of Staff. (See Encl B-2, para 3)

h. In instances of officers being reassigned for cause, the Services will ensure the CJCS is notified.

17. Tour Length Waivers

a. Under 10 USC 664(a)(1), the length of a G/FO JDA tour shall be not less than 2 years. G/FOs who serve 24 months are considered to have served a full joint duty tour and can be released without a waiver. Officers who serve less than 24 months require a waiver. G/FOs are

statutorily excluded from receiving the constructive credit authorized under 10 USC 664(h). Under 10 USC 664(b), the Secretary of Defense may waive the tour length requirement on a case-by-case basis and award full or cumulative G/FO joint tour credit. The precedent for awarding full G/FO joint tour credit has been 14 months or more. Approval of such a waiver requires the Services to maintain an overall G/FO joint tour average of not less than 24 months, 10 USC 664(e). The PDUSD (P&R) has been delegated waiver approval authority for tour length waivers.

(1) Waivers are considered on a case-by-case basis with the departing officer receiving full, cumulative, or no joint duty credit. Tour length waivers must be approved before an officer departs the joint organization, and officers cannot depart their JDAs prior to the date specified in the waiver approval.

(2) Waiver requests for early release from a JDA are initiated by the Military Services and forwarded from the Military Departments through the Chairman to the PDUSD (P&R) for action.

(3) Joint organizations and activities will coordinate on Service requests for tour length waivers for officers filling a JDA.

(4) The assignment of high-quality officers to joint organizations results in greater numbers of officers selected for promotion while serving in joint positions. Every effort must be made to keep these officers in joint positions--preferably in the same organization--until they complete a full tour or are promoted. Routine reassignment of selectees, without regard to the promotion dates, creates unnecessary turbulence and loss of continuity in the joint arena.

b. A fully documented JDA tour length waiver request should specifically address the areas listed below and substantiate why the officer should be released early. Requests stating that an officer is the best or only qualified officer should also contain sufficient supporting justification. JDA waiver requests will contain the following specific information:

(1) Officer's grade, name, social security number, current JDA position (specify if it is a critical JDA), and date assigned.

(2) Assignment history including previous general or flag officer assignments, joint education, and other assignments. Specify when the officer was designated a JSO. Indicate if the officer received a JDA serving-in waiver for promotion to O-7.

(3) Concurrence of losing organization to include, when applicable, coordination and recommendation of the combatant commander.

(4) Duty title of the officer's next projected assignment; indicate if it is a JDA (joint-to-joint).

(5) Frocking date or projected promotion date (if applicable).

(6) Specific qualifications that make the requested officer uniquely qualified for the proposed assignment.

(7) Impact on the officer and gaining organization if waiver is not approved.

(8) Availability of other qualified officers.

(9) Recommended departure date.

(10) Recommendation for full, cumulative, or no JDA credit, and the length of time the officer will have served in that JDA upon reassignment. Tour lengths are calculated on a day-to-day basis.

(11) Potential effect on Service's joint tour length average.

c. If a joint G/FO is promoted, and there is no JDA currently available within the organization that is commensurate with the G/FO's new grade, the officer may be transferred to another JDA. The tour length is excluded from the standards described in 10 USC 664(g)(4)(B). If the same G/FO serves a minimum of 10 months in the initial JDA, and serves long enough in the new JDA so that the total service in both assignments is at least 24 months, the total cumulative service should be computed and reported, 10 USC 668(c) and DODI 1300.20, para E.4.2.

d. In some cases, OSD has authorized "joint-to-joint" qualifying reassignments for G/FO selectees who are reassigned from a joint field grade tour to a joint G/FO tour.

e. The Secretary of Defense is authorized to grant G/FO joint tour credit on a case-by-case basis after a minimum of 14 months or more of service. G/FO selectees, regardless of whether or not they are frocked to G/FO grade, will receive field grade credit, unless promoted to G/FO

grade prior to transferring from the JDA. Precedence for field grade credit on a case-by-case basis has been 22 months or more.

(1) G/FO joint tour length waivers must be resubmitted for officers whose reassignment dates are earlier than approved by PDUSD (P&R). This is important if the officer received G/FO credit but failed to complete the assumed 14 months or more minimum requirement

(2) If a joint tour length waiver was approved for less than 14 months (without awarding joint tour credit) and the joint tour dates change extending the tour beyond 14 months, a resubmission of the waiver request is required, prior to the reassignment, to obtain full joint tour credit.

18. Average Tour Lengths

a. 10 USC 664(e) stipulates joint average tour length requirements. Each Service averages the lengths of all G/FO JDAs, ending each fiscal year. These data are subject to exclusions covered in subparagraph (b) below.

b. Each fiscal year, the Services prepare a JDAMIS report in which they verify, by-name, joint tour completions, tour lengths, and average tour lengths. In computing the average length of JDAs for purposes of 10 USC 664(e), the Services may exclude JDAs in which the full tour of duty in the assignment is not completed because of:

(1) Retirement.

(2) Release from active duty.

(3) Suspension from duty.

(4) Reassignment for unusual personal reasons, including extreme hardship and medical conditions.

(5) Reassignment to another JDA immediately after promotion or as a result of the officer's position being eliminated in a reorganization.

c. Joint duty tour averages are based upon the actual number of days served by each G/FO transferred during the fiscal year, regardless of the administrative waiver requirements.

d. The Joint G/FO Matters Office will make all G/FO JDAMIS entries to ensure required personnel data (report and depart dates, internal realignments, etc.) are current and accurate.

19. Qualifying Reassignment. An authorized early release from a JDA without a tour length waiver must be either for:

a. Unusual personal reasons beyond the control of the officer or the Service (including hardships and medical conditions).

b. A reassignment to another JDA immediately after the officer was promoted to a higher grade if the reassignment was made because no JDA was available within the same organization that was commensurate with the officer's new grade; or the position was eliminated in a reorganization.

20. Wartime Suspensions. Pursuant to 10 USC 527, in time of war or national emergency declared by Congress or the President, the President may suspend the operation of any provision of 10 USC 523, 525 and 526, so long as such war or national emergency continues.

APPENDIX A TO ENCLOSURE A

AVAILABLE DISTRIBUTION OF GENERAL/FLAG OFFICERS

	Total	O-10	O-9	O-8	O-7	REMARKS
Army	302	12	37	102	151	10 USC 526
Air Force	279	10	34	95	140	
Navy	216	8	25	75	108	
Marine Corps	80	2	10	28	40	
Subtotal	877	32	106	300	439	
						Chairman's 12
Army	307	12	36	105	154	5
Air Force	282	10	35	96	141	3
Navy	220	8	26	76	110	4
Marine Corps	80	2	10	28	40	0
Subtotal	889	32	109	303	445	12
Subtotal	889	32	109	303	445	
10 USC 525(b)(3)		2		-2		CJCS/VCJCS
Subtotal	889	34	109	301	445	
10 USC 604(b)			11	-11		Combatant CDR, USFK & DCDRUSEUCOM*
Subtotal	889	34	120	290	445	
10 USC 525(b)(4)(b)			7	-7		Joint Staff
Subtotal	889	34	127	283	445	
10 USC 525(b)(6)			1	-1		Chief, National Guard Bureau
Subtotal	889		128	282		
10 USC 525(b)(3) note		1		-1		Dir or DepDir CIA
Subtotal	889	35	128	281	445	
10 USC 525(b)(C)(8)	889		1	-1		SMA to the SecDef
Subtotal		35	129	280	445	
10 USC 525(b)(3)		1		-1		COS to President (Not Filled)
Subtotal	889	36	129	279	445	
10 USC 525(b)			3	-3		Sup, Service Academy's**
Subtotal	889	36	132	276	445	
10 USC 525(b)			6	-6		Reserve Chiefs/National Guard Directors
Subtotal	889	36	138	270	445	
10 USC 526(a)					(10)	Chairman's 10***
Total	889	36	138	270	445	

* See House Conference Report # 103-701 (exemption for three stars only)

** Only if the officer so assigned acknowledges that upon termination from that assignment, he/she shall be retired.

*** 10 Reserve G/FO authorizations count against Reserve end strength so not additive to active G/FO authorizations.

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APPENDIX B TO ENCLOSURE A

EXAMPLE OF JOINT TOUR LENGTH WAIVER

SECRETARY OF THE ARMY
WASHINGTON

FOR: SECRETARY OF DEFENSE

THROUGH: Chairman of the Joint Chiefs of Staff

SUBJECT: Joint Tour Waiver

In accordance with title 10, United States Code, section 664, I request that the joint duty tour length requirement for Brigadier General John Q. Public, SSN 123-45-6789, be waived and that he be granted full general officer joint tour credit. He has been serving as Assistant Chief of Staff, C-2/J-2, United Nations Command/Combined Forces Command/United States Forces Korea since 20 January 2002.

In accordance with DOD Instruction 1300.20, "DoD Joint Officer Management Program Procedures," dated 20 December 1996, and CJCS Instruction 1331.01B, the following information is provided:

(1) Current JDA position: Assistant Chief of Staff, C-2/J-2 United Nations Command/Combined Forces Command/United States Forces Korea since 20 January 2002; G/FO JDAL Number 170, critical

(2) Previous JDA history and dates:

January 1981- December 1983 -- Aide-de-Camp to the Commander, United States European Command, Stuttgart, Germany.

(3) Concurrence of losing activity: General Jones, Commander, United Nations Command/Combined Forces Command/United States Forces Korea concurs in this reassignment.

(4) Projected assignment: Commanding General, United States Army Military Intelligence Center and Fort Huachuca, Fort Huachuca, Arizona.

(5) Projected promotion date: Not applicable.

(6) Specific qualifications making this officer uniquely qualified for the proposed assignment: Brigadier General Public is currently the most qualified officer for this key assignment based on his extensive operational and strategic intelligence experience.

(7) Impact on the officer and the gaining organization if the waiver is not approved: Failure to approve this waiver will result in Brigadier General Public being denied the opportunity to serve in this general officer command assignment. It will also result in a less qualified officer being assigned to this key position.

(8) Availability of other qualified officers: No other equally qualified general officers are immediately available.

(9) Recommended departure date: If reassigned on 20 August 2001, Brigadier General Public will have completed 14 months of the 24-month general officer tour.

(10) Potential effect on Military Service tour length average: The Services are required to meet a general/flag officer joint tour average of 24 months for the fiscal year. This is the seventh requested waiver and the current projected average for FY 03, including this waiver, is 29.63 months.

(11) Explanation for late request: Not applicable.

RECOMMENDATION: Approve waiver as requested.

COORDINATION: None

Attachments: Brigadier General Public's career resume is enclosed.

Prepared by: Thomas E. White

ENCLOSURE B

PERSONNEL

1. Joint Duty Assignment Management Information System (JDAMIS)

a. JDAMIS is an automated management information system data base maintained by the Defense Manpower Data Center and managed by the Director for Manpower and Personnel, J-1, Joint Staff.

b. JDAMIS supports requirements of the Goldwater-Nichols Department of Defense Reorganization Act of 1986 as amended. JDAMIS has two purposes:

(1) Provides in requisite detail and format the data required for the OSD annual (10 USC 113(c)) and semiannual (10 USC 662(b)) reports to Congress that pertain to the Goldwater-Nichols Act, Title 4.

(2) Provides information to assist the Services' active management of the joint officer community.

c. JDAMIS supplements existing Service manpower and personnel information systems by providing automated files reflecting the approved JDAL and personnel data on JSOs or JSO nominees, and on officers who have served or are serving in JDA billets, or on officers who have completed or are attending joint professional military education. The personnel data is only as accurate as the Service inputs that provide the information.

d. Data on G/FOs serving in JDAs are included in JDAMIS but are afforded more confidentiality. General users will not have the ability to access information concerning specific G/FOs. The data are available for analysis and reporting by the Services, OSD and the Joint Staff.

2. G/FO Retired Recall. G/FO retired recalls are recalled in their permanent grade. If they are temporarily appointed to the grade of O-9 or O-10, they must first be reappointed by the President, with the advice and consent of the Senate.

3. Suspension from Duty. The Chairman of the Joint Chiefs of Staff may suspend from duty and recommend the reassignment of any Joint Staff officer, in accordance with 10 USC 155(f)(2). Combatant commanders may suspend from duty and recommend reassignment of any officer in their command in accordance with 10 USC 164(g). All

actions or communications pertaining to a G/FO suspension or early reassignment will be conducted through the Chairman of the Joint Chiefs of Staff.

4. Mandatory Retirement

a. Under the provision of 10 USC 637(b), a G/FO's mandatory retirement may be deferred for a period not to exceed 5 years, but not to extend beyond the first day of the month after the officer becomes 62 years of age.

b. Under 10 USC 1251(b), the President may also defer retirement for officers serving in a position that carries the grade above major general or rear admiral to the first day of the month following the month the officer becomes 64 years of age. Additionally, not more than 10 age deferments may be in effect at any one time.

c. Services are encouraged to request deferment of a G/FO's mandatory retirement date until completion of the term of the assignment.

d. With limited exceptions, G/FOs may not remain on active duty beyond the age of 62.

e. Under 10 USC 635, brigadier generals or rear admirals (lower half), who are not on a selection list for promotion shall, if not earlier retired, be retired on the first day of the first month beginning after the date of the fifth anniversary of the officer's appointment to that grade or on the first day of the month after the month in which the officer completes 30 years of active commissioned service, whichever is later.

f. Under 10 USC 636:

(1) Major generals or rear admirals shall, if not earlier retired, be retired on the first day of the first month beginning after the date of the fifth anniversary of the officer's appointment to that grade or on the first day of the month after the month in which the officer completes 35 years of active commissioned service, whichever is later.

(2) Lieutenant generals or vice admirals must retire after completing 38 years of active commissioned service.

(3) Generals or admirals must retire after completing 40 years of active commissioned service.

5. Request for Early Retirement Time-in-Grade Waiver.

a. Under 10 USC 1370(a)(2)(A), to voluntarily retire in a grade above major or lieutenant commander, officers must serve on active duty for 3 years in that grade (excluding frocked time). The President may waive the 3-year minimum in individual cases involving extreme hardship or exceptional or unusual circumstances. The authority of the President under the preceding sentence may not be delegated. The Secretary of Defense may authorize the Secretary of a Military Department to reduce the period to not less than 2 years in the case of retirements effective during the period beginning on 1 October 2002 and ending on 31 December 2003. This authority may be exercised with respect to an individual officer only if approved by the Secretary of Defense or another civilian official in the Office of the Secretary of Defense appointed by the President, by and with the advice and consent of the Senate.

(1) The number of such waivers granted lieutenant colonels or commanders through major generals or rear admirals may not exceed 2 percent of the authorized active-duty strength for that fiscal year for officers of that Service in that grade. Appendix A to Enclosure B provides an example of a waiver request.

(2) The law does not restrict the number of waivers granted for officers in grades above major general or rear admiral.

b. An officer whose length of service in the highest grade held while on active duty does not meet the service in grade requirements specified above shall be retired in the next lower grade in which the officer served on active duty satisfactorily, as determined by the Secretary of the Military Department.

c. Secretary of Defense Memorandum of 17 August 2002 delegated approval and certification authority for O-9 and O-10 retirements to the USD (P&R), unless there is potentially adverse information concerning the officer requesting retirement or a time-in-grade waiver.

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APPENDIX A TO ENCLOSURE B

EXAMPLE OF TIME-IN-GRADE WAIVER FOR RETIREMENT

THE SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON DC 20301-1000

MEMORANDUM FOR THE PRESIDENT

SUBJECT: General Officer Retirement

The Secretary of the Army recommends the retirement of Lieutenant General John Q. Public, United States Army, effective January 1, 2004. Lieutenant General Public is 59 years of age and currently serves as Deputy Chief of Staff for Personnel, United States Army.

Current law (title 10, United States Code, section 1370) establishes that officers in grades above major or lieutenant commander shall retire in the highest grade satisfactorily held for at least 3 years. The statute permits me to reduce the period to not less than 2 years only until December 31, 2003.

Lieutenant General Public's spouse is in poor health. Lieutenant General Public wants to spend more time with his spouse. Because of this extreme family hardship and Lieutenant General Public's almost 40 years of dedicated service, I request you exercise your authority under title 10, United States Code, section 1370(a)(2)(D) and grant an 4-month time-in-grade waiver to allow Lieutenant General Public to retire in grade. Your signature on this memorandum will constitute your approval.

I certify that Lieutenant General Public has served satisfactorily on active duty in his current grade. If you waive the 3-year time-in-grade requirement, I will approve the retirement of Lieutenant General Public. I will also notify the President of the Senate and the Speaker of the House of Representatives of this action.

APPROVED: _____ DATE: _____
President of the United States

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ENCLOSURE C

TRAINING REQUIREMENTS

1. Capstone

a. Under 10 USC 663, each officer selected for promotion to G/FO rank must attend a military education course designed specifically to prepare new G/FOs to work with the other Services.

b. No statutory time limit exists for attending Capstone. However, DOD Instruction 1300.20 provides that O-7 selectees must attend the Capstone course within approximately 2 years after Senate confirmation of selection.

c. Services are responsible for coordinating Capstone attendance. Attendance should occur prior to or after a JDA.

2. Capstone Waivers. The Secretary of Defense may waive the requirement on a case-by-case basis. Under 10 USC 663 and DODI 1300.20, the Secretary of Defense may exempt attendance under the following four categories.

a. When the officer was in a JDA just prior to selection and is thoroughly familiar with joint matters.

b. When necessary for the "Good of the Service" (GOS).

c. When an officer's proposed selection is based on scientific and technical (Sci-Tech) qualifications for which joint requirements do not exist (see DODI 1300.20).

d. When the officer is a nurse, chaplain, or professional medical, dental, veterinary, medical service or biomedical science officer.

3. Capstone Waiver Procedures. DODI 1300.20 directs that requests for waiver of Capstone attendance be submitted from the Secretary of the Military Department to PDUSD (P&R) through the Chairman of the Joint Chiefs of Staff. PDUSD (P&R) responds by memorandum to the Military Department and forwards a copy to the Joint G/FO Matters Office. Appendix A to Enclosure C contains a sample waiver request.

4. National Defense University (NDU)

a. The President, NDU, recommends the size and composition plan for Capstone classes each year to the Deputy Director for Operational Plans and Interoperability, J-7, Joint Staff. The Deputy J-7 coordinates with the Services and approves the plan.

b. The point of contact for Capstone is the Deputy Director, National Defense University, Washington, DC, telephone commercial: (202) 475-1473 or DSN: 335-1473; fax: (202) 475-1445 or DSN: 335-1445.

APPENDIX A TO ENCLOSURE C

EXAMPLE OF CAPSTONE WAIVER REQUESTS

DEPARTMENT OF THE AIR FORCE
WASHINGTON DC

MEMORANDUM FOR THE PRINCIPAL DEPUTY UNDER SECRETARY OF
DEFENSE (PERSONNEL AND READINESS)

THROUGH: CHAIRMAN OF THE JOINT CHIEFS OF STAFF

SUBJECT: Capstone Waiver Request

Request you waive the statutory requirement that Major General John Q. Public, USAF, attend the Capstone course in accordance with section 663, title 10, United States Code (10 USC 663), Department of Defense Instruction 1300.20, and DOD Joint Officer Management Procedures, 20 December 1996.

As an FY 04 major general selectee, Major General (Select) Public is required to complete the Capstone course unless granted a waiver. Waivers can be granted for an officer in instances where an officer's immediate previous assignment was in a Joint Duty Assignment and the officer is thoroughly familiar with joint matters.

Major General (Select) Public served as the Vice Director for Intelligence, J-2, Joint Staff from 1 October 2001 to 1 January 2003, and he is currently assigned as Vice Director for Intelligence, J-2, USEUCOM. His duties in both assignments have precluded attendance within the required period following his selection for brigadier general. However, his duties enabled him to acquire the necessary skills for him to gain complete familiarity with joint matters.

Given current operational requirements and his comprehensive and current joint experience, we believe it is not necessary that Major General (Select) Public be released from his current assignment to attend Capstone and a waiver be granted.

A career brief and biography of Major General (Select) Public are attached.

ATTACHMENTS:

1. Career brief
2. Biography

ENCLOSURE D

JOINT GENERAL/FLAG OFFICER MANAGEMENT

1. Blue Book.

a. The "Joint/Outside-Service Positions of Interest to the Joint Chiefs of Staff" Listing (referred to as the Blue Book) is designed as a management tool for the Chairman of the Joint Chiefs of Staff, Service Chiefs, and their respective staffs.

(1) The Blue Book lists the joint and outside-Service positions of interest, exempted positions, and dual-hatted and cross-Department positions. The book contains information on tour lengths, Service rotation schedules, and incumbents and is designated a sensitive document requiring close-hold treatment.

(2) The Joint G/FO Matters Office distributes the book quarterly to authorized joint organizations or activities holders, and the Services G/FO matters offices. All addressees are encouraged to submit updates, modifications, and corrections to maintain an accurate database.

b. The Blue Book is divided into the eight organizational and administrative sections listed below.

- (1) Joint Staff
- (2) Office of the Secretary of Defense
- (3) DOD agencies
- (4) Unified commands
- (5) International commands and agencies
- (6) Boards, colleges, and commissions
- (7) Special activities
- (8) Statistics and index

2. Position Descriptions (PDs)

a. The Joint G/FO Matters Office maintains PDs on all joint and outside-Service G/FO billets. Annually, all joint organizations and activities are requested to provide a typed description for each of their joint G/FO billets. Changes to billet duties or due to reorganization require new position descriptions upon effective date.

b. PDs should:

(1) Be sufficiently detailed to facilitate the nomination and selection of qualified general or flag officers to fill the position.

(2) Include all prerequisites such as foreign languages, special training, specific experience or education, security clearances and special designations (e.g., acquisition professional).

(3) Specify tour length if other than the standard 2-year joint G/FO tour.

(4) Contain only unclassified material.

(5) Be completed on JS Form 148, "Joint/Outside Service Billet Position Description." This form is available in electronic format.

(6) Changes in billet titles must be submitted through the Joint G/FO Matters Office for approval.

3. Nomination of Chairman of the Joint Chiefs of Staff, Vice Chairman of the Joint Chiefs, Combatant Commanders, or Service Chiefs

a. Under 10 USC 152, the President appoints the Chairman of the Joint Chiefs of Staff, by and with the advice and consent of the Senate. The Chairman serves at the pleasure of the President for a term of 2 years beginning on October 1 of odd-numbered years and may be reappointed in the same manner for 2 additional terms.

b. The President may appoint an officer as Chairman of the Joint Chiefs of Staff only if the officer has served either as:

(1) The Vice Chairman of the Joint Chiefs of Staff.

(2) The Chief of Staff of the Army, the Chief of Naval Operations, the Chief of Staff of the Air Force, or the Commandant of the Marine Corps.

(3) The commander of a unified or specified combatant command.

c. The President may waive the requirements of subparagraph b above in the national interest.

d. In the event of the death, retirement, resignation or reassignment of the officer serving as Chairman before the end of the term of appointment, an officer appointed to fill the vacancy shall serve as Chairman only for the remainder of the original term, but may be reappointed as provided for in 10 USC 152(a)(1).

e. The Chairman, while so serving, holds the grade of general or, in the case of an officer of the Navy, admiral and outranks all other officers of the Armed Forces. However, the Chairman may not exercise military command over the Joint Chiefs of Staff or any of the Armed Forces.

f. Under 10 USC 154, the President appoints the Vice Chairman of the Joint Chiefs of Staff, by and with the consent of the Senate, from the officers of the regular components of the Armed Forces. The Vice Chairman serves at the pleasure of the President for a term of 2 years and may be reappointed in the same manner for 2 additional terms.

g. The Vice Chairman of the Joint Chiefs of Staff must:

(1) Have been designated a Joint Specialty Officer, 10 USC 661.

(2) Have completed a full tour of duty in a JDA as a G/FO.

h. The President may waive the requirements of subparagraph g above in the case of an officer if such action is in the national interest.

i. The Vice Chairman will hold the grade of general or, in the case of an officer of the Navy, admiral, and outranks all other officers of the Armed Forces except the Chairman. The Vice Chairman may not exercise military command over the Joint Chiefs of Staff or any of the Armed Forces.

j. In time of war, there is no limit on the number of reappointments of the Chairman or Vice Chairman of the Joint Chiefs of Staff.

k. The Chairman and Vice Chairman of the Joint Chiefs of Staff may not be members of the same Service except for limited periods of time to provide for orderly transition.

l. Selection procedures for Service Chiefs are described in 10 USC 3033, 5033, 8033, and 5043. At a minimum, these officers must have significant experience in a JDA to include one full tour of duty in a G/FO JDA.

m. The President may waive the requirements of subparagraph l above if such action is in the national interest.

n. Under 10 USC 164, officers nominated for combatant commander positions must:

(1) Have been designated a Joint Specialty Officer, 10 USC 661.

(2) Have served at least one full tour in a G/FO JDA.

o. The President may waive the requirements of subparagraph n above, if in the national interest.

4. Nomination Procedures for Three- and Four-Star Positions

a. Under 10 USC 601(d)(1), the Chairman of the Joint Chiefs of Staff must submit to the Secretary of Defense a performance evaluation of the officer nominated by the President for an initial appointment to the grade of lieutenant general or vice admiral, or for an initial appointment to the grade of general or admiral.

(1) To assist the Chairman, the Services shall provide a copy of the narrative portion of the officer's performance ratings while serving in a JDA or joint equivalent duty. For Reserve Component chiefs, the Services will provide a narrative description of the officer's significant joint duty experience.

(2) Only SecDef-approved joint equivalent duty will be recognized when an officer is promoted to O-7.

(3) The Chairman's evaluation is included when the recommendation for the appointment is submitted to the President.

(4) The Services should include only Secretary of Defense approved joint equivalent assignments on an officer's career resume.

b. Nominations of individuals who do not meet 10 USC requirements for the nominated position must include specific requests for waiver of the prerequisites.

c. Nominations are submitted to the Chairman of the Joint Chiefs of Staff from the Services through the Secretaries of the Military Departments. The Chairman will submit nominations through the OSD to the President and ultimately to the Senate for confirmation. In accordance with DODI 1320.4, all G/FO nominations should contain an original and three copies of the following:

(1) CJCS memorandum

(2) Nomination memorandum, signed by both the Service Secretary and the Service Chief (as a matter of courtesy to the Service Chief)

(3) Current IG/DOD check, not more than 90 days old

(4) Draft SecDef memorandum to the President

(5) White House Scroll

(6) Biography and Joint Service Recap

(7) Press release

(8) Photograph 8 X 10 glossy (three- and four-stars only)

(9) Adverse Information Cover Sheets (if applicable)

(10) Time-in-position matrix

d. Dual-Hatted. If multiple positions exist, each must be specified in the nomination package.

e. Combatant Commander, Head of US Element, and Head of Agency Comments. Upon receipt of Service nominations for a joint billet, the Joint G/FO Matters Office will solicit the recommendation, concurrence, or comments of the combatant commander, head of the US element of an international command or staff, or head of an agency or OSD staff to whom the selected officer would be subordinate.

f. Coordination. Certain joint positions require additional coordination. Appendix C to Enclosure D is a matrix providing details concerning special coordination.

g. Service Vote

- (1) The Services will vote upon nominees recommended for positions external to the Joint Staff.
- (2) Three- and four-star nominations are voted upon by the Chief of Staff of the Army, the Chief of Naval Operations, the Chief of Staff of the Air Force and the Commandant of the Marine Corps.
- (3) One- and two-star nominations are also voted by each Service.
- (4) Service votes are a matter of courtesy and not a requirement. The Chairman of the Joints Chiefs of Staff may eliminate this policy at any time.
- (5) The Joint G/FO Matters Office prepares vote slips for the three- and four-star nominations, on which the Service Chiefs initial their concurrence or nonconcurrence. For one- and two-star nominations, vote slips are faxed to the Service GOMO and FO detailer offices. If after 24 hours a negative vote is not received back from the Service office, the Service nomination vote is considered to be affirmative.

5. Joint Staff

a. 10 USC 155 requires that officers assigned to the Joint Staff shall be selected in approximately equal numbers from:

- (1) The Army
- (2) The Navy and Marine Corps
- (3) The Air Force

b. Approximately 6 months prior to scheduled rotation, the Joint G/FO Matters Office will confirm with the appropriate Service the Service's intent to move the incumbent.

c. The Joint G/FO Matters Office will solicit nominees from the Services.

d. The CJCS approves, without Service vote, selection of one- and two-star nominees for Joint Staff positions or positions that report directly to the Chairman. Upon CJCS approval of the nominee, the Director, Joint Staff (or CJCS for assignments requiring a JSO waiver), will forward a letter of acceptance to the respective nominee's Service,

and the Joint G/FO Matters Office will return nomination packages to the Service GOMO and FO detailer offices of those officers not selected.

e. For Joint Staff three-star positions, the Chairman will review all nominations and forward his recommendation to the Secretary of Defense. The Joint G/FO Matters Office will advise the Service GOMOs or FO detailer's office of the Chairman's recommendation.

6. Combatant Commands

a. Under 10 USC 164(f), positions of responsibility on a combatant command staff shall be filled by officers from each Service that has significant forces assigned to the command.

b. Approximately 6 months prior to rotation, the Joint G/FO Matters Office will confirm with the appropriate Service its intent to move the incumbent.

c. The Joint G/FO Matters Office will solicit nominees from the Service(s) depending upon the nominative status of the billet.

d. All Service nominations will be forwarded to the appropriate combatant commander for recommendation to the Chairman of the Joint Chiefs of Staff.

e. The Services will vote on combatant commander-recommended nominations.

f. All nominations will be forwarded to the Chairman for approval. The Director, Joint Staff (or the Chairman for assignments requiring a JSO waiver), will advise the Service of the selection. The nominations of officers not selected will be returned to their Service GOMO or FO detailer's offices.

7. Nominative Status for Combatant Commanders and Deputy Combatant Commanders. A Secretary of Defense memorandum dated 8 May 1986, "Nominations to Commander Position for the Unified Commands," approved the CJCS recommendation that the Service affiliation of all combatant commander and deputy combatant commander positions be nominative. Consequently:

a. All combatant commander positions are nominative.

b. All deputy combatant commander positions are nominative. The Deputy Combatant Commander for US Forces Korea (a subunified command) is not a nominative position.

8. Office of the Secretary of Defense and Defense Agencies. The approval authority for positions in these organizations is the Secretary of Defense (delegated to the Director, Washington Headquarters Services).

a. Approximately 6 months prior to the designated month of rotation, the Joint G/FO Matters Office will confirm with the appropriate Service its intent to move the incumbent.

b. The Joint G/FO Matters Office will solicit Service nominees depending upon the nominative status of the billet.

c. For nominative billets, all Service nominations will be forwarded to the appropriate Under Secretary of Defense, Assistant Secretary of Defense, or Defense agency director for recommendation to the Secretary of Defense.

d. The Services will then vote on the recommended officer.

e. The Director, Joint Staff (or Chairman of the Joint Chiefs of Staff for assignments requiring a JSO waiver), will forward the nomination of the recommended officer to the Director, Washington Headquarters Services, for final approval. Upon approval by Washington Headquarters Services, the nominations of officers not selected will be returned to the Service GOMOs/FO detailer's offices.

9. Commander, North American Air Defense Command (CDRNORAD).

a. In accordance with the NORAD Terms of Reference, the CDR and DCDR will not be from the same country. Subsequent to signature by the President and prior to public announcement, the Assistant Secretary of Defense, International Security Affairs (ASD(ISA)), will coordinate with the Department of State (DOS) to solicit Canadian Government approval of the nomination.

b. Traditionally, DCDRNORAD has been a Canadian Air Force three-star general officer.

(1) To replace an incumbent DCDR, the Canadian Chief of the Defence staff submits a proposed replacement to the Chairman of the Joint Chiefs of Staff.

(2) The Chairman then solicits concurrence of the Joint Chiefs of Staff and forwards his agreement with the proposed assignment to the Canadian Chief of the Defence Staff.

(3) The Directorate for Strategic Plans and Policy, J-5, Joint Staff, coordinates the nomination with a copy of the completed package provided to Joint G/FO Matters Office, ASD(ISA) and the DOS.

(4) The Chairman's agreement does not constitute US Government approval; a diplomatic note is sent from Canadian External Affairs to the US DOS to solicit US Government approval.

10. Supreme Allied Commander, Europe (SACEUR)

a. No current NATO document specifies a particular nationality or Service for SACEUR.

(1) The original 1950s terms of reference for SACEUR had specified US nationality (without calling for a particular Service), but this specification has since been removed. The selection of a US officer as SACEUR is a tradition and not a requirement.

(2) However, following the term of the initial SACEUR, the North Atlantic Council (NAC) has asked the President of the United States to nominate a candidate for SACEUR and the US Government determines the Service.

(3) Then NAC must approve the President's nominee.

b. For SACEUR nominations, the Secretary of Defense prepares a DOD/DOS nomination for the President's signature. The President requests NATO to release the incumbent from his position. Once NATO concurs to release the incumbent, the President forwards the nomination via the United States Ambassador to NATO, seeking approval by the North Atlantic Council (NAC) Defense Planning Committee. Upon approval by the Committee, the President signs the nomination, a mutually acceptable date for public announcement is established, and a simultaneous Washington-Brussels press release is coordinated.

11. Allied Command Europe (ACE)

a. G/FO nominations to ACE appointments are made to posts annotated as such in the JDAL. These billets include those that combine NATO and national duties.

b. All ACE G/FO assignments require the prior approval of the US Senior Officer. All nominations will include the resume and will be submitted to the US National Military Representative (USNMR), SHAPE, for staffing.

c. SHAPE will undertake the administrative processing of all G/FO nominations for appointment to ACE positions.

d. Nominations for O-7 and O-8 positions will be forwarded from the Director, Joint Staff, to the USNMR not less than 60 days prior to the desired date of the assignment to allow sufficient time for SHAPE to process the nomination.

e. Nominations for O-9 and O-10 positions should be forwarded from ASD(ISA) to the USNMR not less than 4 months prior to the desired date of the appointment to allow sufficient processing time.

f. SHAPE will seek comments from the contributing forces' ministries of defense prior to SACEUR taking final action on a G/FO nomination for an appointment as commander at any headquarters in ACE, including combined NATO and national commands. If a reply is not received in 10 working days, concurrence will be assumed.

g. Three- and four-star nominations to ACE require OSD and White House approval before a formal nomination to SHAPE.

(1) After SecDef and White House approval, but prior to public announcement and Senate confirmation, OSD (NATO Policy Division) forwards the nomination to the USNMR, SHAPE, for submission to NATO ministries.

(2) Upon approval, USNMR informs OSD(ISA) by message with an information copy to the Joint G/FO Matters Office.

(3) Proposed public announcements are coordinated with SHAPE Public Information Officer as CONFIDENTIAL: RELEASABLE TO NATO until regarded as unclassified upon public release by Washington-SHAPE.

(4) Press releases outside the formal NATO context are strongly discouraged due to international political sensitivities.

h. The Services will use the following guidelines to submit nominations involving one- and two-star joint duty and key positions for ACE:

(1) Nominations will be submitted in accordance with DODI 1320.4, per the format in the Appendix.

(2) Each nomination should include complete biographical information.

i. After the Director, Joint Staff, receives ACE's formal acceptance, the Service will be notified by memorandum of the approval of the nominee.

12. Allied Command Transformation (ACT). Assignment of all G/FOs to ACT will be coordinated by the Joint G/FO Matters Office with SACT prior to CJCS approval.

13. Three- and Four-Star Assignments Prior to Senate Confirmation. No written DOD or CJCS policy restricts assigning G/FOs prior to Senate confirmation; however, the Senate Armed Services Committee (SASC) does not view such assignments favorably. The SASC views this action as a "presumption of confirmation." The Services may announce assignment decisions subsequent to Presidential approval; however, officers should not be frocked or execute orders to the assignment until Senate confirmation.

14. Nomination Timelines. The following timelines represent the average length of time required for a nomination to be processed through the respective agencies and offices:

- a. Joint Staff: 3-5 days (Dependent upon CJCS schedule).
- b. Office of the Secretary of Defense: 30 days(+).
- c. The White House: 15 days.
- d. The Senate: 30 days(+).

15. Timeline Issues. Several issues may impact upon the timelines listed above. These issues include:

- a. Decision process for nominative billets such as combatant commanders, deputy combatant commanders and Joint Staff billets.
- b. Travel schedules for the President and officials within the Department of Defense who must approve nominations.
- c. Senate schedule, with particular emphasis on periods involving Senate recess.
- d. Any reported adverse material or information.

16. Senate Confirmation. The SASC requires a 7-day holding period for all nominations, and may not act upon any nomination without having a

full committee meeting to do so. SASC procedures and schedule limitations should be taken into account when projecting G/FOs confirmations. Past correspondence from the SASC indicates that DOD requests from the Department of Defense to alter confirmation procedures are not viewed favorably.

APPENDIX A TO ENCLOSURE D

CHRONOLOGY OF G/FO AUTHORIZATIONS

1. FY 1978 Defense Appropriation Authorization Act

- a. Directed 6 percent reduction from 1,141 to 1,073.
- b. Effective 1 October 1981.
- c. Interim reduction of 1,141 to 1,119 from 1978 to 1981.

2. FY 1982 Defense Authorization Act

- a. Directed final reduction of 1,073.
- b. Service Distribution: USA-412; USN-253; USAF-343; USMC-65.

3. FY 1983 Defense Authorization Act

Authorized the Navy three additional officers serving as vice admirals (three-stars); not an increase in overall ceiling.

4. FY 1984 Defense Authorization Act

- a. Continued the Navy's FY 1983 additional three-star allocations.
- b. Authorized the Air Force one additional officer serving as a general (four-star); not an increase in overall ceiling.
- c. Exempted the Director of the Intelligence Community Staff from grade percentage and number ceiling; permanent exemption contained in the FY 1984 Intelligence Authorization Act.

5. FY 1985 Defense Authorization Act

- a. Continued the Navy and Air Force additional authorizations.
- b. Authorized the Marine Corps two additional officers serving as lieutenant generals; one could be used as US Commander, Central Command; not an increase in overall ceiling.

6. FY 1986 and FY 1987 Defense Authorization Acts

a. Continued the six additional O-9 and O-10 authorizations for the Navy, Air Force and Marine Corps.

b. Provided that one of the Marine Corps' additional authorizations could be in the grade of general as USCDRCENT.

7. Anti-Drug Abuse Act of 1986

a. Authorized the Marine Corps an additional officer in the grade of lieutenant general while serving as the Director, DOD Task Force on Drug Enforcement.

b. Total additional authorizations in FY 1987 were USN-9 (O-9s); USAF-1 (O-10); USMC-3 (2 O-9s, 1 O-10).

8. 20 June 1986 Deputy Secretary of Defense Reallocation

a. Directed the reallocation of five G/FO authorizations from both the Army and the Air Force (10 total) to the Navy and Marine Corps (5 each).

b. Reallocation contingent on the Navy and Marine Corps increasing their joint participation.

c. To be completed during FY 1987.

d. Postreallocation distribution: USA-407; USN-258; USAF-338; USMC-70.

9. FY 1988 Defense Authorization Act

a. Terminated the seven additional three- and four-star authorizations from FY 1987.

b. Provided a mechanism for the reallocation among the Services.

10. 2 May 1988 Presidential Reallocation

a. Responded to a CJCS request to the Secretary of Defense.

b. Reallocated two three-star authorizations from the Army to the Navy and one three-star authorization from the Air Force to the Marine Corps.

11. May 1988 Deputy Secretary of Defense Decision Paper. This paper held the reallocation decision pending the results of congressional request for additional G/FOs.

12. Hay Study Senate Hearings, 10 August 1988. USD(P&R) advises of SecDef intent to submit legislation for increase of G/FOs.

13. December 1988-February 1989

a. First Hay Study revalidation initiated.

b. Joint Staff tentatively identifies potential growth and revised grade cut points.

14. Reallocation Discussion

a. Assumptions.

b. Hay-validated requirements (1,436) form the baseline.

c. Joint/outside-Service billets will be manned at 100 percent.

d. Requirement to live within the 1,073 ceiling.

15. Navy Request. Navy requests additional five G/FO authorizations to allow growth of five O-9 and O-10 spaces.

a. Deputy Commander, Pacific Fleet.

b. Deputy Commander, Atlantic Fleet.

c. Director of Space Command and Control.

d. Two joint billets.

16. Secretary of Defense. Secretary authorizes five reallocations from Army to Navy.

a. Army opposes changes.

b. Navy intends to resurface issue under new administration.

c. Air Force and Marine Corps neutral, object to any action that results in loss of their respective numbers.

17. 1992/1993 Defense Authorization Act. Requires Senate confirmation of the retirement of the Chief of Naval Operations and the Commandant of the Marine Corps.

18. 1994 Defense Authorization Act. Provisional waivers:

a. Serving-in waiver requires incumbent be in place 180 days prior to convening of the promotion board.

b. Nuclear propulsion waivers are extended for a period of 3 years, until 1 January 1997.

c. Joint equivalent waivers are limited to 20 percent with a 5 percent annual rampdown. Officers granted joint equivalent waivers and promoted to G/FO after 1 January 1994 must serve in a joint duty assignment prior to appointment to O-9.

d. Secretary of Defense is authorized to waive the initial JDA requirement for GOS waiver recipients until January 1999.

19. 1995 Defense Authorization Act

a. Increased the authorized strength for Marine Corps general officers on active duty after FY 1995.

b. Limited the total number of O-10s to 32, unless otherwise exempted by law.

c. Authorized officers, while serving in the grade of general or admiral, as commanders of a combatant command; CDR, US Forces, Korea; or DCDR, US European Command to be in addition to the number that would otherwise be permitted for that officer's armed force for officers serving on active duty in grades above major general or rear admiral, as the case may be.

d. Required the Chairman of the Joint Chiefs of Staff to submit to the Secretary of Defense a nomination from each Service for consideration and recommendation to the President for appointment to one of the positions listed in subparagraph 19c above.

e. Expiration of the 11 exemptions identified above was

30 September 1997.

f. Excluded the Superintendent of Naval Academy from counting toward number of senior admirals authorized to be on active duty for the duration of the incumbent's tour only.

20. 1997 Defense Authorization Act

a. Increased the authorized strength for Marine Corps general officers on active duty from 68 to 80.

b. Extended the expiration date of the 11 exemptions identified in subparagraph 19c above to 30 September 2000.

21. 1998 Defense Authorization Act

a. Imposed a 26.5 percent cap on the number of G/FOs who may serve in positions outside their Service. Requires the Secretary of Defense to submit a report annually to Congress listing G/FOs serving in dual-hatted (in-Service and outside-Service) billets and identifying those not counted for the purposes of this legislation.

b. Directed the Secretary of Defense to establish two O-8 billets on the Joint Staff--the Assistant to the Chairman for National Guard Matters and the Assistant to the Chairman for Reserve Matters.

c. Increased years of commissioned service for mandatory retirement of regular generals and admirals in grades above major general and rear admiral.

d. Required the Defense Attaché in France to be in the grade of brigadier general or rear admiral (lower half).

22. 1999 Defense Authorization Act

a. Increased the number of O-9 exempted positions on the Joint Staff from six to seven.

b. Extended from 1 October 1998 to 1 October 2002 the authorization for the Chairman to designate up to 12 G/FO positions (Chairman's 12) to be excluded from G/FO limitations in 10 USC 526(a).

c. Provided that the Chief, National Guard Bureau, is in addition to the number that would otherwise be permitted for that officer's armed force for officers serving above the grade of major general.

23. 2000 Defense Authorization Act

a. Placed a limitation on the number of officers who could be “frocked” to the next higher grade by established a fixed number of “55” colonels and Navy captains per fiscal year vice earlier numbers which varied from year to year.

b. Added 10 USC 526(b)(2), which reads:

“(2) (A) The Chairman of the Joint Chiefs of Staff may designate up to 10 general and flag officer positions on the staffs of the commanders of the unified and specified combatant commands as positions to be held only by reserve component officers who are in a general or flag officer grade below lieutenant general or vice admiral. Each position so designated shall be considered to be a joint duty assignment position for purposes of chapter 38 of this title.”

“(2) (B) A Reserve Component officer serving in a position designated under subparagraph (A) while on active duty under a call or order to active duty that does not specify a period of 180 days or less shall not be counted for the purposes of the limitations under subsection (a) and under section 525 of this title if the officer was selected for service in that position in accordance with the procedures specified in subparagraph (C).”

c. The 3-year extension of requirement for competition for joint four-star officer positions was extended until 30 September 2003. The grade relief provisions were also changed from 30 September 2000 until 30 September 2003.

d. The Superintendents of the Service academies are to be retired upon the termination of their assignment to that position, if the Service applies for their positions to be exempt from counting against the numbers of officers on active duty in that grade. Other amendments were made to the duties of the superintendents as well as the duties of the Dean of the Academic Board of the Military Academy and the Dean of Faculty at the Air Force Academy.

e. Chapter 1213, title 10, USC was changed to amend the selection procedures for certain senior Reserve Component positions.

24. 2001 Defense Authorization Act

- a. Changed the percentages of GO/FOs on active duty in the Army, Air Force and Navy appointed to a grade above O-8 from 15 percent to 15.7 percent.
- b. Changed the distribution of appointments above the grade of major general in the Marine Corps from 15 percent to 16.2 percent.
- c. Upgraded the Reserve Component Chiefs and Director of National Guard Components to O-9.

25. 2002 Defense Authorization Act

- a. Repealed the limit on the number of officers on active duty in the grades of general and admiral.
- b. Changed the requirements for joint selection before promotion to general or flag officer grade. The changes require that an officer selected for general or flag grade must have completed a full tour of duty in a joint assignment and, for appointments after 30 September 2007, the officer must have already been selected for the joint specialty. This requirement may be waived under certain circumstances.
- c. Amended the requirement for the certification of satisfactory performance for retirement of officers in grades above major general and rear admiral by adding that the Secretary of Defense may delegate authority to make a certification only to the USD (P&R) or the Principal Deputy Under Secretary of Defense for Personnel and Readiness.
- d. Allowed expiration of the provision that delegated the authority from the President to the Secretary of Defense to authorize retirements for officers with less than 3 years time in grade.

26. 2003 Defense Authorization Act

- a. Established the Department of Defense Test Resource Management Center. The director of this Center will be an officer serving in the grade of O-9, 10 USC 196.
- b. Excludes the Senior Military Assistant to the Secretary of Defense from limitations on active duty officers in grades above major general and rear admiral, 10 USC 525(b).

c. Increased the number of lieutenant generals authorized for the Marine Corps by amending 10 USC 525 (2)(B) by striking “16.2 percent” and inserting “17.5 percent.”

d. Requires the Secretary of Defense to submit to Congress a report containing any recommendations of the Secretary (together with the rationale for the recommendations) concerning:

(1) Revision of the limitations on general and flag officer grade authorizations and distribution in grade prescribed by 10 USC 525, 526, and 12004.

(2) Statutory designation of the positions and grades of any additional general and flag officers in the commands specified in 10 USC 1006 and the Reserve Component offices specified in 10 USC 3038, 5143, 5144 and 8038.

e. 10 USC 604(c) amended by striking “September 30, 2003” and inserting “December 31 2004.”

f. 10 USC 525(b)(5)(C) is amended by striking “September 30, 2003” and inserting “December 31, 2004.”

g. 10 USC 526(b)(3) is amended by striking “October 1, 2002” and inserting “December 31, 2004.”

h. “Waiver of Requirement for Significant Joint Duty Experience”, 10 USC 3038(b)(4), 5143(b)(4), 5144(b)(4), 8038(b)(4), and 10506(a)(3)(D) are amended by striking “October 1, 2003” and inserting “December 31, 2004.”

i. Grade changes for certain positions:

(1) Heads of Nurse Corps: 10 USC 3069(b) is amended by striking “brigadier general” in the second sentence and inserting “major general.”

(2) 10 USC 5150(c) is amended by inserting “rear admiral in the case of an officer in the Nurse Corps, or” by inserting “in the case of an officer in the Medical Service Corps” after “rear admiral (lower half).”

(3) 10 USC 8069(b) of such title is amended by striking “brigadier general” in the second sentence and inserting “major general.”

j. Chief of Veterinary Corps of the Army: 10 USC Chapter 307 is amended by adding a new section, 10 USC 3084, which states “The Chief of the Veterinary Corps of the Army serves in the grade of brigadier general. An officer appointed to that position who holds a lower grade shall be appointed in the grade of brigadier general.”

k. Chief of Legislative Liaison in the Department of the Army “shall be an officer in the grade of major general,” 10 USC 3023.

l. Chief of Legislative Affairs in the Department of the Navy “shall be an officer in the grade of rear admiral,” 10 USC 5027.

m. Legislative Assistant to the Commandant of the Marine Corps “shall be in a grade above colonel,” 10 USC 5047.

n. Chief of Legislative Liaison in the Department of the Air Force “shall be an officer in the grade of major general,” 10 USC 8023.

o. Reinstated the authority to reduce the 3-year Time-in-Grade Requirement for Retirement. 10 USC 1370 is amended for active duty officers by the following authority: In the case of an officer to be retired in a general or flag officer grade, authority may be provided by the Secretary of Defense to the Secretary of a military department to reduce the period to not less than 2 years in the case of retirements effective during the period beginning on 1 October 2002 and ending on 31 December 2003. This authority may be exercised with respect to an individual officer only if approved by the Secretary of Defense or another civilian official in the Office of the Secretary of Defense appointed by the President, by and with the advice and consent of the Senate.

p. Reinstated the authority to reduce the 3-year Time-in-Grade Requirement for Retirement. 10 USC 1370 is amended for Reserve officers by the following authority: In the case of officers to be transferred to the Retired Reserve and discharges of retirement-qualified officers, authority may be provided by the Secretary of Defense to the Secretary of a Military Department to credit officers with satisfactory service in a general or flag officer grade effective, during the period beginning on 1 October 2002 and ending on 31 December 2003. This authority may be exercised with respect to an individual officer only if approved by the Secretary of Defense or another civilian official in the Office of the Secretary of Defense appointed by the President, by and with the advice and consent of the Senate.

q. In the case of a general or flag officer to be retired in a grade or granted credit for satisfactory service in that grade, who is eligible only

by reason of an exercise of authority in “o” and “p” above, the Secretary of Defense, before the officer is retired or granted credit for satisfactory service in that grade, shall notify the Committee on Armed Services of the Senate and the Committee on Armed Services of the House of Representatives, of the exercise of that authority.

APPENDIX B TO ENCLOSURE D

EXAMPLE OF NOMINATION PACKAGE

MEMORANDUM FOR THE SECRETARY OF DEFENSE

THROUGH: THE CHAIRMAN OF THE JOINT CHIEFS OF STAFF

SUBJECT: General Officer Nomination

We recommend the President designate the position of Deputy Chief of Staff, G-2, United States Army, Washington, D.C., as a position of importance and responsibility authorized to carry the grade of lieutenant general under the provisions of title 10, U.S.C. section 601, and that the President nominate Major General John Q. Public, age 51, for appointment to the grade of lieutenant general and assignment to this position. Major General Public has been serving as the Commanding General, United States Army Intelligence and Security Command, Fort Belvoir, Virginia, since February 2001. His mandatory retirement date will be July 1, 2012, based on time in service. If approved as a position of importance and responsibility designated to carry the grade of lieutenant general, the position of Deputy Chief of Staff, G-2, United States Army, Washington, D.C., will replace the position of Deputy Chief of Staff for Intelligence, United States Army, Washington, D.C., as a position of importance and responsibility upon Major General Public's confirmation by the Senate.

In accordance with the provisions of title 10, USC, and DOD Instruction 1320.4, a proposed memorandum for the President is enclosed. Major General Public is a graduate of the National War College. He has served in three joint duty assignments, but is not a joint specialty officer. Major General Public is exceptionally qualified to serve in this position.

All systems of records, to include Equal Employment Opportunity files and the Standard Form 278 (Public Financial Disclosure Report), maintained in the Department of Defense that pertain to this officer have been examined. The files contain no adverse information about this officer since his last Senate confirmation. Further, to the best of our knowledge, there is no planned or ongoing investigation or inquiry into matters that constitute alleged adverse information on the part of this officer.

This action will not cause the Department of the Army to exceed the number of officers authorized to serve in the grade of lieutenant general.

A resume with photo of Major General Public is enclosed.

Eric K. Shinseki
General, United States Army
Chief of Staff

Thomas E. White
Secretary of the Army

Enclosures

APPENDIX C TO ENCLOSURE D

NOMINATION COORDINATION MATRIX

G/FO POSITIONS REQUIRING COORDINATION OR SPECIAL ACTION PRIOR TO PUBLIC ANNOUNCEMENT

<u>POSITION</u>	<u>LEAD OFFICE</u>	<u>CONTACT</u>	<u>TYPE OF ACTION</u>	<u>TIMING</u>
CDR USPACOM	ASD(ISA)	AOR countries	Courtesy notification	After President signs
CDR USSOUTHCOM	ASD(ISA)	AOR countries	Courtesy notification	After President signs
CDR USCENTCOM	ASD(ISA)	AOR countries	Courtesy notification	After President signs
CDR UNC/USFK	ASD(ISA)	Korean Embassy	Formal coordination	After President signs
CDR NORAD	ASD(ISA)	Canadian Embassy	Formal coordination	After President signs
CDR USJFCOM	ASD(ISA)	State Dept NATO	Jt SecState/SecDef Memo Formal Coordination	Before SecDef signs After President signs
Policy Branch, ACT	JCS	ACT PersO	Coord with SACT	Before CJCS signs
CDRSTRIKFLTLANT	JCS	ACT PersO	Coord with SACT	Before CJCS signs
CDRSUBACLANT	JCS	ACT PersO	Coord with SACT	Before CJCS signs
CDRSTANAVFORLANT	JCS	ACT PersO	Coord with SACT	Before CJCS signs
DCDR/COS IBERLANT	JCS	ACT PersO	Coord with SACT	Before CJCS signs
CDR USEUCOM/SACEUR	ASD(ISA)	State Dept NATO	Jt SecState/SecDef Memo Formal Coordination	Before SecDef signs After Presidentsigns

Coordination Officer, SHAPE	JCS	USNMR, SHAPE	Coord with ACE Resources*	Before CJCS signs
ACoSOps, SHAPE	JCS	USNMR, SHAPE	Coord with ACE Resources*	Before CJCS signs
Chief, Pol Req Br, SHAPE	JCS	USNMR, SHAPE	Coord with ACE Resources*	Before CJCS signs
DCOS, ARRC	JCS	USNMR, SHAPE	Coord with ACE Resources**	Before CJCS signs
DCDR, JSRC North	JCS	USNMR, SHAPE	Coord with ACE Resources**	Before CJCS signs
ACOS, OIE, RC East	JCS	USNMR, SHAPE	Coord with ACE Resources**	Before CJCS signs
ACOS, Ops (J-3/7) RC North	JCS	USNMR, SHAPE	Coord with ACE Resources*	Before CJCS signs
CDR, JSRC Center (GE/US)	ASD (ISA)	USNMR, SHAPE	Coord with ACE Resources**	After President signs
COS JSRC Center	ASD (ISA)	USNMR, SHAPE	Coord with ACE Resources**	After President signs
ACOS Ops, JSRC Center	JCS	USNMR, SHAPE	Coord with ACE Resources**	Before CJCS signs
CDR, AIRNORTH	ASD (ISA)	USNMR, SHAPE	Coord with ACE Resources**	After President signs
CDR, RC South	ASD (ISA)	USNMR, SHAPE	Coord with ACE Resources*	After President signs
DCDR, JSRC SE	ASD (ISA)	USNMR, SHAPE	Coord with ACE Resources*	After President signs
ACOS, Ops RC South	JCS	USNMR, SHAPE	Coord with ACE Resources*	Before CJCS signs
DCDR, JSRC South Center	JCS	USNMR, SHAPE	Coord with ACE Resources**	Before CJCS signs
CDRSTRIKFORSOUTH	ASD (ISA)	USNMR, SHAPE	Coord with ACE Resources**	After President signs
DCDR STRIKFORSOUTH	JCS	USNMR, SHAPE	Coord with ACE Resources**	Before CJCS signs
CDR, Allied Subs Med	JCS	USNMR, SHAPE	Coord with ACE Resources**	Before CJCS signs

CDRMARITIMEAIRMED	JCS	USNMR, SHAPE	Coord with ACE Resources**	Before CJCS signs
CDRAIRSOUTH	ASD (ISA)	USNMR, SHAPE	Coord with ACE Resources**	After President signs
DCDR, 5th CAOC	JCS	USNMR, SHAPE	Coord with ACE Resources**	Before CJCS signs
DCDR, 6th CAOC	JCS	USNMR, SHAPE	Coord with ACE Resources**	Before CJCS signs
CDRSTANAVFORMED	JCS	USNMR, SHAPE	Coord with ACE Resources**	Before CJCS signs
CDR, NAEWF	JCS	USNMR, SHAPE	Coord with ACE Resources**	Before CJCS signs
CDR, E3A Comp NAEWF	JCS	USNMR, SHAPE	Coord with ACE Resources**	Before CJCS signs
Dep Chmn, NMC	ASD (ISA)	US Del NMC	Formal coord with NMC	After President signs
US Delegate, NMC	JCS	US Del NMC	Courtesy notice to NMC	Before submission to OSD
Dir/DepDir CIA	CIA	US Senate	Nomination to Intel Cmte	Concurrent w/military nomination to SASC
PADA, Mil App, DoE	JCS	AS for Def Prog, DoE WHS	Concurrence Final Approval	Before CJCS signs After CJCS signs
Dir, DIA	JCS	Dir, CIA/ASD(C3I)	Concurrence	Before CJCS signs
Dir, DLA	JCS	USD(AT&L)	Concurrence	Before CJCS signs
Dir, DISA	JCS	ASD(C3I)	Concurrence	Before CJCS signs
Dir, DSCA	JCS	USD(Policy)	Concurrence	Before CJCS signs
Dir, MDA	JCS	USD(AT&L)	Concurrence	Before CJCS signs
Dir, NIMA	JCS	Dir CIA ASD (C3I)	Concurrence Concurrence	Before CJCS signs Before CJCS signs

Dir, NSA/Chief CSS	JCS	ASD(C3I)	Concurrence	Before CJCS signs
DepDir, DTRA	JCS	USD(AT&L)	Concurrence	Before CJCS signs
All OSD Staff (1- & 2-star)	JCS JCS	Approp USD or ASD WHS	Concurrence Final approval	Before CJCS signs After CJCS signs
Defense Agency Staff (below Director)	JCS	Agency Director WHS	Concurrence Final approval	Before CJCS signs After CJCS signs

* 5-day silence procedure for NATO coordination
** 10-day silence procedure for NATO coordination

ENCLOSURE E

PROMOTION BOARD REPORTS

1. The Defense Officer Personnel Management Act (DOPMA). Public Law 96-513, became effective 15 September 1981.

a. Officers on the active duty list selected for second lieutenant through major general hold a single, permanent grade.

b. Retirement for years of service:

(1) Regular brigadier general and rear admirals (lower half). Under 10 USC 635, appointment to regular grade of O-7 provides pay, insignia and tenure to 30 years of service or 5 years time in grade, whichever is later.

(2) Retirement for years of service: regular major general and rear admirals. Under 10 USC 636, appointment to regular grade of O-8 provides pay, insignia, and tenure to 35 years of service or 5 years time in grade, whichever is later.

2. Promotion Policy Objectives for Joint Officers (10 USC 662)

a. Officers who are serving in or have served on the Joint Staff are expected, as a group, to be promoted at a rate not less than the rate of officers of the same armed force in the same grade and competitive category who are serving in or have served in the headquarters staff of their armed force; i.e., Joint Staff versus Service headquarters.

b. Officers who have the joint specialty are expected, as a group, to be promoted:

(1) during the three-year period beginning on the date of the enactment of the National Defense Authorization Act for Fiscal year 2002, at a rate not less than the rate for officers of the same armed force in the same grade and competitive category.

(2) after the end of the period specified in subparagraph (1) at a rate not less than the rate of officers of the same armed force in the same grade and competitive category who are serving in or have served in the headquarters staff of their armed force.

c. Officers who are serving in or have served in JDAs (other than those covered in subparagraphs 2(a) and 2(b) above) are expected to be

promoted at a rate not less than the rate for all officers of the same armed force in the same grade and competitive category; i.e., other joint duty versus board average.

3. Joint Representation on Selection Boards. 10 USC 612 requires that selection boards convened under 10 USC 611(a) include at least one joint duty officer currently serving in a JDA when the board considers officers who are serving in or have served in JDAs. The Chairman of the Joint Chiefs of Staff must designate such officers from Service nominations as joint selection board members for G/FO promotion boards. At a minimum the nomination package must include:

a. Name and current assignment of nominee.

b. Indication of Service coordination and approval from the nominee's immediate supervisor as to availability and concurrence of the assignment by the combatant commander, head of US element of an international command or staff, or head of an agency to whom the nominee would be subordinate.

c. The Secretary of Defense may waive the joint officer member requirement for any Marine Corps selection board, 10 USC 612(c).

4. Promotion Categories

a. Joint Staff, JSO, Other Joint Duty. According to 10 USC 662, tracking and reporting of selection rates is required for officers who are serving in, or have served on the Joint Staff; JSOs; and officers who are serving in or have served in other joint duty assignments. Joint Staff officers are compared to selection rates for a Service headquarters; JSOs and other joint duty officers are compared to the board average until 29 December 2004 when JSOs will be compared to Service headquarters.

b. Office of the Secretary of Defense. This category is a matter of policy, directed by the Secretary of Defense. It is not reportable to Congress. The OSD category rate is compared to the Service headquarters rate.

c. Serving-In. This category reflects officers presently serving, regardless of duration, in a joint duty assignment or Service headquarters position.

d. Have-Served. This category represents officers who are no longer assigned to a JDA or Service headquarters when the board convenes.

(1) Every officer must be tracked and reported through their next promotion consideration following reassignment from the JDA or Service headquarters tour.

(2) This category will include officers selected for promotion to their current grade (O-6) who served as O-6 selects and left their joint assignment without being promoted to O-6.

(3) Statistics should reflect the date of each officer's selection board and not the date of rank.

(4) Officers who are "have-served" are tracked only until their first in-zone promotion consideration after leaving the JDA or headquarters assignment.

e. In-Zone. For G/FO boards without zone designation (i.e., Above, In, and Below Zones), "in-zone" refers to the first time an officer is considered for the next higher rank. This constitutes initial eligibility, regardless of selection opportunity, year group, etc.

f. Other Joint Duty. This category reflects all other joint duty assignments. It specifically excludes officers serving or that have served on the Joint Staff and JSOs, but includes OSD.

5. Example of Promotion Statistics

CY-98 Major General Joint Promotion Statistics Competitive Category									
ACTIVITY	SERVING-IN			HAVE-SERVED			CUMULATIVE		
	# CON	# SEL	% SEL	# CON	# SEL	% SEL	# CON	# SEL	% SEL
Joint Staff (no exclusions)	1	1	100	5	4	80	6	5	83
JSOs (no exclusions)	X	X	X	X	X	X	42	23	55
Other JDAs (exclude JS/JSOs)	1	0	0	8	6	75	9	7	78
OSD (no exclusions)	2	0	0	0	0	0	2	0	0

SVC HQS	8	5	63	12	10	83	20	15	75
BD AVG	X	X	X	X	X	X	73	34	47

6. Title IV, Promotion Waiver Provision

a. Per 10 USC 619(a), an officer may not be promoted to O-7 unless the officer has completed a full tour of duty in a JDA, and for appointments after 30 September 2007, the officer has been selected for the joint specialty, 10 USC 661.

b. The PDUSD(P&R) may waive the above when:

(1) Pre 1987 Waiver. The officer has served for not less than 12 months in an assignment that began before 1 January 1987 and involved significant experience in joint matters. Such term of service must have been considered a full tour of duty under policies and regulations of the Service in effect on 30 September 1986.

(2) Scientific and Technical. The officer's selection for promotion was based primarily upon Sci-Tech qualifications for which sufficient joint requirements do not exist.

(3) Professional. The officer is a medical, dental, veterinary, or medical service or biomedical science officer, or a nurse, chaplain, or judge advocate.

(4) Serving-In. The officer has served in a JDA for not less than 2 years during which the officer is selected for promotion to the grade of brigadier general or rear admiral. To qualify for this waiver, the officer must have completed 180 days in the JDA on the day the selection board convenes; and the officer's total consecutive service in JDAs within that immediate organization is not less than 2 years.

c. Good of the Service Waiver. The Deputy Secretary of Defense approves this waiver for an officer who is selected without joint experience and that such a promotion is necessary for the good of the Service.

7. Scientific and Technical Categories

a. DODI 1300.20 provides that the PDUSD (P&R) may waive the JDA prerequisite for officers in certain Sci-Tech fields.

b. Officers granted Sci-Tech waivers for compliance of the law for promotion to O-7 must serve continuously in the specialized field. If assignment to other duty is anticipated, the individual will be required to first serve in a JDA.

c. Categories listed in DODI 1300.20 are as follows:

(1) Scientific.

- (a) Chemical
- (b) Oceanography
- (c) Weather
- (d) Engineer
 - 1. Civil Engineer Corps
 - 2. Engineering duty officer
 - 3. Aeronautical engineering duty officer
 - 4. Scientific and development engineer

(2) Technical

- (a) Acquisition professional career fields
- (b) Aviation maintenance
- (c) Comptroller or finance
- (d) Education and training
- (e) Law enforcement or military police
- (f) Missile maintenance
- (g) Ordnance
- (h) Public affairs
- (i) Research and development program management
- (j) Services

8. Administrative Processing. To expedite the processing of all promotion board reviews, pre-coordination of statistics and joint tour waivers by the Joint G/FO Matters Office is recommended prior to the formal submission of the board results to the Secretary of the Military Department. Once the Joint G/FO Matters Office receives the board report, all corrections will be coordinated with the Service via the Secretary of the Military Department.

9. Requirements for Promotion Board Package. Appendix A is an example of a promotion board package. Three copies should be provided to OSD (Correspondence and Directives); however, only the original and one copy are forwarded to the Chairman of the Joint Chiefs of Staff. At a minimum, the package must contain:

- a. The Secretary's memorandum to the Chairman
- b. The entire selection board report (including precept)
- c. List of officers considered who are currently serving or have served on the Joint Staff
- d. Selection board joint statistics
- e. Selection list with career resumes of selects
- f. Chairman's letter designating the joint representative
- g. Joint duty assignment waivers requested
 - (1) Completed full joint tour (no waiver required)
 - (2) JDA before 1987 (Pre-87)
 - (3) Scientific or Technical (Sci/Tech)
 - (4) Professional
 - (5) Serving-in (show date assigned to JDA)
 - (6) GOS
- h. Adverse summary sheets and reports of investigations, as required

i. The Secretary of Defense requires the following for all promotion packages:

- (1) Scroll
- (2) Press release
- (3) Current IG check on all nominees, not more than 90 days old
- (4) Draft memorandum to the President
- (5) Acquisition corps statistics and documentation of coordination with the Under Secretary of Defense (Acquisition, Technology and Logistics)
- (6) Ethnic and racial profile statistics
- (7) Promotion Board Report for SecDef approval
- (8) Promotion board proceedings

10. Secretary of Military Department Action. 10 USC 618(b)(1) requires a Secretary of a Military Department whose selection board considered officers who are serving or who have served in JDAs to submit the report of the selection board to the Chairman of the Joint Chiefs of Staff.

11. Chairman of the Joint Chiefs of Staff Action. 10 USC 618(b)(2) requires the Chairman of the Joint Chiefs of Staff to review and determine the following:

a. The selection board acted consistent with the guidelines of the Secretary of Defense under 10 USC 615(c) to ensure that selection boards gave appropriate consideration to the JDA performance of officers who are serving, or have served, in such assignments.

b. The selection board otherwise gave appropriate consideration to the performance of officers who are serving, or have served, in JDAs.

c. After reviewing the report, the Chairman returns the report, with his determination and comments regarding the board results, to the Secretary of the Military Department.

d. If the Chairman of the Joint Chiefs of Staff determines that the board failed to appropriately consider the SecDef guidelines under 10 USC 615(c), the Secretary of the Military Department may:

- (1) Return the board report with CJCS determinations and comments to the selection board for further proceedings.
 - (2) Convene a special selection board in accordance with 10 USC 628.
 - (3) Take other appropriate action to satisfy CJCS concerns.
- e. If after completion of all stated action the Secretary of the Military Department and the Chairman still disagree, the Secretary concerned will indicate the disagreement, and the reasons for such disagreement, as part of the transmittal of the report of the selection board to the Secretary of Defense for appropriate action. Such transmittal, by law (10 USC 618(b)(5)), must include any CJCS comments.

APPENDIX A TO ENCLOSURE E

EXAMPLE OF JOINT PROMOTION STATISTICS

ACTIVITY	SERVING-IN			HAS SERVED			TOTAL		
	CONS	SEL	%SEL	CONS	SEL	%SEL	CONS	SEL	%SEL
JOINT STAFF ¹									
JSO ²									
OSD (Include JSOs) ³									
SERVICE HQs ⁴									
OTHER JOINT DUTY (Exclude JS & JSO) (Include OSD) ⁵									
BOARD TOTAL									

¹Joint Staff. Anyone serving or who has served since the date of last promotion board. Includes officers who are JSOs. FY 1994 Defense Authorization Act modified requirements for serving-in. To qualify for "Serving-In" waiver an officer must serve 180 days in position prior to the date the promotion board convenes. Any officer, regardless of time, is included for statistical comparisons if serving on the Joint Staff.

²JSOs. Only officers approved for designation of joint specialty officer, excluding nominees.

³OSD. Policy only. Not reported to Congress. Any officer serving in or who has served in OSD, regardless of JSO designation.

⁴Service Headquarters. This category constitutes all elements on a Service Headquarters Table of Organization.

⁵Other Joint Duty. Any officer serving in a joint duty assignment other than Joint Staff and who is not a JSO.

There are situations where one officer may fall into several categories. For example, a JSO who is currently serving on the Joint Staff and has served in a Service headquarters.

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APPENDIX B TO ENCLOSURE E

EXAMPLE OF JOINT REPRESENTATIVE REQUEST

DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE

MEMORANDUM FOR THE CHAIRMAN OF THE JOINT CHIEFS OF
STAFF

Subject: Joint Duty Representative for CY-0_ Active Brigadier General
Selection Board

1. In accordance with 10 USC 612, request the Chairman approve the appointment of Major General John Q. Public, USAF, to serve as the joint representative on the Air Force CY-0_ Brigadier General Selection board scheduled to convene on _____(date)_____.
2. Major General Public is a Joint Specialty Officer who is currently serving as the Vice Director, Joint Staff. He has been contacted and is available to serve. Vice Admiral D. Jones, Director, Joint Staff, is aware of this request and concurs.
3. Major General Public's service resume is attached.

/signature/

Enclosure

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APPENDIX C TO ENCLOSURE E

EXAMPLE OF PROMOTION BOARD PACKAGE

Promotion Package enclosures:

- a. Secretary of the Military Department memorandum to the Chairman of the Joint Chiefs of Staff
- b. Selection Board Report (membership, precept, selection list, etc.)
- c. Nomination scroll
- d. Joint Staff eligibles
- e. Joint statistics
- f. Joint representative designation letter (copy)
- g. Joint duty waiver summary
- h. Career resumes
- i. Adverse summary sheets and reports of investigations, as required.

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ENCLOSURE F

REFERENCES

- a. DOD Directive 1300.19, 9 September 1997, "DoD Joint Officer Management Program"
- b. DOD Instruction 1300.20, 20 December 1996, "DoD Joint Officer Management Program Procedures"
- c. DOD Instruction 1320.4, 14 March 1995, "Military Officer Actions Requiring Approval of the Secretary of Defense or the President, or Confirmation by the Senate"
- d. Title 10, United States Code, sections 151, 152, 154, 155, 164, 525, 526, 528, 601, 604, 612, 614 through 619a, 625, 636, 638 through 640, 661 through 668, 689, 690, 704, 711 714, 721, 777, 977, 1370
- e. ACE Directive 45-1, 26 September 1994, "Military Personnel Management and Administration" w/SHAPE Supplement 8 August 1996
- f. Blue Book, "General/Flag Officer Joint/Outside-Service Positions of Interest to the Joint Chiefs of Staff"
- g. CJCS Memorandum 731-99, 7 October 1999, "NATO Command Structure Reorganization"
- h. DOD Directive 1320.12, 30 October 1996, "Commissioned Officer Promotion Program"
- i. DOD Instruction 1320.14, 24 September 1996, "Commissioned Officer Promotion Program Procedures"

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GLOSSARY

PART I--ABBREVIATIONS AND ACRONYMS

ACOS	Assistant Chief of Staff
ACE	Allied Command Europe
ACT	Allied Command Transformation
ARRC	ACE Rapid Reaction Corps
ASD(ISA)	Assistant Secretary of Defense (International Security Affairs)
CAOC	Combined Air Operations Center
CIA	Central Intelligence Agency
CJCS	Chairman of the Joint Chiefs of Staff
CJDA	Critical joint duty assignment
CDR	Commander
CDRMARITIMEAIRMED	Commander, Maritime Air Forces Mediterranean
CDRSTRIKFORSOUTH	Commander, Naval Striking and Support Forces Southern Europe
COS	Chief of Staff
CSS	Central Security Service
DCDR	Deputy Commander
DCOS	Deputy Chief of Staff
DIA	Defense Intelligence Agency
DepDir	Deputy Director
Dir	Director
DISA	Defense Information Systems Agency
DLA	Defense Logistics Agency
DSCA	Defense Security Cooperation Agency
DOD	Department of Defense
DODD	Department of Defense Directive
DODI	Department of Defense Instruction
DOE	Department of Energy
DOPMA	Defense Officer Personnel Management Act
DOS	Department of State
DTRA	Defense Threat Reduction Agency
FO	Flag Officer
FOMO	Flag Officer Matters Office
FY	Fiscal Year
G/FO	General/Flag Officer
GE	Germany
GOMO	General Officer Matters Office

GOS	Good of the Service
IG	Inspector General
JCS	Joint Chiefs of Staff
JDA	Joint duty assignment
JDAL	Joint duty assignment list
JDAMIS	Joint Duty Assignment Management Information System
JSO	Joint specialty officer
JSRC	Joint Sub-Regional Command
MDA	Missile Defense Agency
Med	Mediterranean
Mil App	Military Application
NAC	North Atlantic Council
NAEWF	NATO Airborne Early Warning Force
NATO	North Atlantic Treaty Organization
NDU	National Defense University
NIMA	National Imagery and Mapping Agency
NMC	NATO Military Committee
NORAD	North American Air Defense Command
NSA	National Security Agency
OEPM	Officer and Enlisted Personnel Management
OIE	Operations/Intelligence/Exercises
Ops	Operations
OSD	Office of the Secretary Defense
PADA	Principal Assistant Deputy Administrator
PD	Position Description
PDUSD(P&R)	Principal Deputy Under Secretary of Defense (Personnel and Readiness)
Pol Req Br	Policy Requirements Branch
PUSD(P&R)	Principal Under Secretary of Defense (Personnel and Readiness)
RC	Regional Command
SACEUR	Supreme Allied Commander, Europe
SACT	Supreme Allied Commander, Transformation
SASC	Senate Armed Services Committee
SecDef	Secretary of Defense
SecState	Secretary of State
SHAPE	Supreme Headquarters Allied Powers Europe

STRIKFORSOUTH	Naval Striking and Support Forces Southern Europe
UNC/USFK	United Nations Command/United States Forces Korea
UNMSC	United Nations Military Staff Committee
USC	United States Code
USCENTCOM	United States Central Command
USD(P&R)	Under Secretary of Defense (Personnel and Readiness)
USEUCOM	United States European Command
USJFCOM	United States Joint Forces Command
USNMR	United States National Military Representative
USPACOM	United States Pacific Command
USSOUTHCOM	United States Southern Command
VCJCS	Vice Chairman of the Joint Chiefs of Staff
WHS	Washington Headquarters Services

PART II--DEFINITIONS

assignment - The position in an organization to which an officer permanently belongs for manpower accounting purposes. Temporary duty with other organizations does not alter the officer's permanent assignment status.

Blue Book - The "Joint/Outside-Service Positions of Interest to the Joint Chiefs of Staff" (referred to as the Blue Book). It is published quarterly and lists all G/FO positions identified on the JDAL. The book is divided into eight sections and reflects all pertinent data applicable to the position and the incumbent.

combatant command position - A category of positions defined by the Chairman of the Joint Chiefs of Staff. Incumbents of those positions are responsible for unified command and control of combat operations or operations other than war.

critical joint duty assignments (CJDA) - Designation of a "JDA position" for which considering the duties and responsibilities of the position the incumbent should be previously experienced and educated in joint matters or, at a minimum, the position would be greatly enhanced by such an incumbent. Critical positions are proposed by heads of joint activities, approved by the PDUSD (P&R) with the advice and assistance of the Chairman of the Joint Chiefs of Staff, and documented in the

JDAL. Critical positions are filled by joint specialty officers unless waived by the Chairman of the Joint Chiefs of Staff.

earliest replacement date - The date a G/FO position is scheduled for turnover. The initial date is the standard tour length for that billet. Interim changes occur due to extensions, retirement, or projected tour length waivers.

joint duty assignment (JDA) - An assignment to a designated position in a multi-Service or multinational command or activity that is involved in the integrated employment or support of the land, sea, and air forces of at least two of the three Military Departments. The preponderance of the officer's duties involves producing or promulgating national military strategy, joint doctrine, joint policy, strategic plans or contingency plans, or to commanding and controlling operations under a combatant command. Assignments in an officer's own Military Department or assignments for joint education or joint training or to overstrength and/or temporary positions are not covered by this definition. Medical officers, dental officers, veterinary officers, medical service officers, nurses, biomedical science officers, chaplains, and judge advocates may not be assigned to a JDA position. The joint positions designated for such officers are excluded from this definition regardless of the position description.

joint duty credit - Joint duty credit is the joint credit designation granted for the completion of a tour, or accumulation of tours, of duty in a JDA that meets all statutory requirements. Cumulative joint duty credit is the joint credit designation granted for continuous time served in a JDA of at least 10 months but less than the duration needed to qualify for full joint duty credit.

joint specialty officer (JSO) - An officer designated by the Secretary of Defense, with the advice and assistance of the Chairman of the Joint Chiefs of Staff, who is educated and trained in joint matters and has completed the requirements for "JSO" designation.

key assignment - A position of importance that warrants consideration by the Chairman of the Joint Chiefs of Staff. These positions are of significant responsibility within joint organizations and activities and, as such, deserve CJCS review. They are NOT JDAs (not listed on the JDA List) and do not accumulate G/FO joint duty credit as defined by law. Such positions are identified in the Blue Book as "Key" under the Service rotation column.

manpower actions - Additions, deletions, or modifications to positions on manning documents, or to the document itself, that authorizes the assignment of personnel.

nominative (NOM) position - All Services participate in providing nominees to be considered for the position. There is no specific rotation. The most qualified officer will be selected, regardless of Service affiliation.

restrictive nominative (RN) position. The most restrictive selection process because of technical prerequisites of a position. The functional requirements of the position limit one or more Services from participating.

rotational (ROT) position - Some or all of the Services may participate in filling a specific position in a predetermined order. Service participation in staffing rotational G/FO positions not only ensures critical positions of importance remain filled, but also permits each Service to maximize its long-range assignment planning strategy. Services assume the responsibility to meet requirements of rotational positions both fulfilling complete tours and having qualified candidates ready for rotation.

service rotation - The participation schedule of the Services in staffing particular G/FO positions. There are four types of Service rotations: nominative, restrictive nominative, rotational, and Service-specific.

Service-specific (SS) position - A single Service is designated to continuously fill a specific position.

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