

The Promotion of Junior Minority Officers In The United States
Army 1971 -1994

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SUBJECT AREA - Manpower

EXECUTIVE SUMMARY

Title: The Promotion of Junior Minority Officers in The United States Army
1971-1994

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Thesis: Although the Army promotes its officers based on their potential to perform at the next higher grade, promotion boards must remain sensitive to the selection of junior minority officers and their impact on future readiness.

Background: The Army has five racial/ethnic categories for minority officers: Black, Hispanic, American Indian, Asian Pacific, and Others. An officer self declares his race upon entering the service. Reporting accuracy is dependent on soldiers selecting the racial/ethnic designation that best describes their heritage. Racial/ethnic goals are important to all services, yet it is not the driving force for the Army nor any service. An identifiable group of non-minority officers dominates leadership positions in the Army. The current promotion system adequately produces outstanding professional officers and leaders; however, the system has room for improvement. Currently, the Department of the Army (DA) Secretariat for Selection Boards conducts all command, promotion, school, selective early retirement (SERB), and reduction in force (RIF) boards. The Secretary of the Army issues guidance and is the main charter for conducting all centralized selection boards. He issues the requirements and goals for each board. There is a distinct difference between requirements (mandatory number of promotions) and goals (minority, gender, and skill levels the board strives to meet). Since 1970, the goal of each promotion board has been to select a number of minority and female officers equal to the first time overall select rate for the board. There are no penalties nor recourse when a board does not meet a stated minority goal. The board members must address the issue in their after-action report. The current lack of minority officer role models and non-selection of junior minority officers to fill those positions in the future, present the Army with a negative equal opportunity perception and impact on future readiness.

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Recommendation: The Army must remain sensitive to junior minority officers from accessions, promotions, and retention. The current promotion board methodology is fair and sensitive to minority concerns, but junior minority officers continue to trail non-minorities in promotions. The Army must work diligently to assure its officers that the promotion system strives to select the best qualified officer to meet the needs of the Army, from all races and genders.

COMMENTS

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*Equal Opportunity briefing and revote are the most misunderstood phases of the selection process.

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THE PROMOTION OF JUNIOR MINORITY OFFICERS

IN THE UNITED STATES ARMY 1971-1994

CHAPTER 1

INTRODUCTION

My interest in writing this paper is due to a two year assignment as a recorder for Army selection boards. This paper is not a memoir, nor a diary of my personal experiences in working boards. It is not on gender but on racial/ethnic promotions. I intend to provide a clear perception about the overall board process and more specifically, to explain the impact on junior minority officers (definition of junior minority officer on following page) selection within the board process. I sat in board outbriefs and wondered if board members understood the impact of their decisions on the Army, specifically on those junior minority officers gauging their chances at a successful career in the military. Regardless of how hard our Army leadership tries to inform officers of the fairness of promotion boards, regrettably it is the opinion of some officers that boards sacrifice promotions of non-minorities to promote more minorities. Minorities think just the opposite. There is a widespread belief that racial quotas are the sole determinate in deciding who gets selected and who gets passed over for promotion. Contrary to popular belief, Army selection boards have no quota system. However, all promotion boards have racial/ethnic goals.

Americans are preoccupied with race. Race divides us, defines us, and in a curious way invites us, if only because we still think it matters. Blacks cleave to their role as history's victims; whites grumble about reverse discrimination. The national mood on race, as measured by Newsweek's latest poll, is bleak: 75 percent of whites and 86

percent of blacks say race relations are "only fair" or "poor." Americans have always defined themselves on the basis of race. The U.S. Census Bureau projects that by 2010, Hispanics will become the largest minority in the land.²

Annually, the Army convenes boards to recommend officers for promotion. For the purposes of this paper I am concentrating on the Army Captain (CPT) promotion board. The board convenes to consider promotion and retention, retention and non-promotion, and non-promotion of First Lieutenants (1LT) to the rank of Captain. The definition of a junior officer is an officer in the rank of Second Lieutenant (2LT) or First Lieutenant. For racial/ethnic categories of officers, an officer self declares his race upon entering the service. Reporting accuracy is dependent on soldiers selecting the racial and ethnic designation that best describes their heritage. Until 1979, the Army used four racial designators: white, black, other, and unknown.

The publication of Department of the Army (DA) Pamphlet 600-26, DA Affirmative Action Plans, in 1978, required Army managers to monitor and provide achievements using the categories White, Black, Hispanic, Asian American (including Pacific Islander), Native American, and women. The Hispanic category included Mexican-American, Puerto Rican, Cuban-American, and those of Spanish decent. Since the population of Asian American and Native American heritage was small, the Army combined them into a group called "racial/ethnic other" for reporting purposes.³ Today's Army recognizes six racial/ethnic categories: White, Black, Hispanic, Asian/ Pacific Islander, American Indian, and Other/Unknown.⁴

This paper also provides an insight into how DA conducts promotion boards and how it sensitizes board members to the issues of minority officer selections, through final

board deliberations. In dealing with promotions, race, and ethnic groups, this paper looks directly at the selection board process as evidence of the Army's promotion methodology. It highlights the need for senior minority officer role models. The current Army promotion system does select outstanding professional officers and future leaders; however, the system is not perfect.

The Department of Defense (DOD) is the United States' most equal opportunity (EO) employer. Equal opportunity must be a fundamental part of our efforts to maintain American military strength in a changing and unpredictable world. The United States Army must remain closely committed to providing all members equal promotion opportunity, while at the same time striving to select only the best qualified officers for promotion, command, and military schooling. Racial/ethnic goals are important to all services, yet it is not the driving force for the Army nor any service. Social progress is not the primary goal of the Army. The Army exists to provide for a common defense. That common defense being the constitution, our way of life, and vital national interests. These are the things we defend and die for. However, it is important that the Army's make up is one that reflects the society it serves. There is no one class of people that represent the United States nor yield the responsibility to defend it. It must be a melting pot of all classes of Americans.

The Secretary of Defense in 1994 directed a military EO study of the pipeline for minority and female officers. On 3 March, the Secretary stated the purpose of the study:

...I have asked the Under Secretary of Defense (Personnel and Readiness) to lead a major study of the officer pipeline, and, where necessary, to recommend ways to improve the flow of minority and female officers from recruitment through general and flag officer ranks.

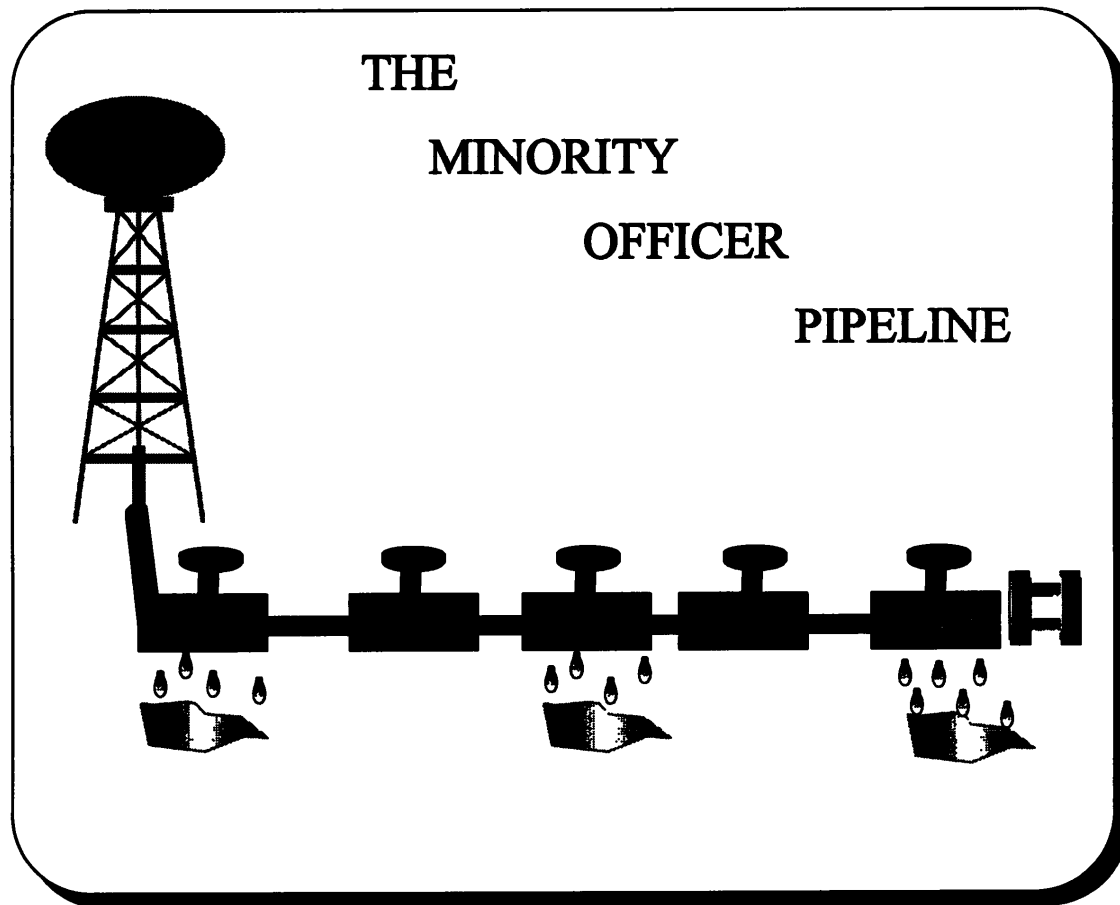


Figure 1 (Minority Officer Pipeline for Junior Officers)

In the Army Times, 9 January 1995, the House Armed Services Committee reported that minorities throughout the Army feel mistreated, believing promotions, assignments, and disciplines are racially biased. Minorities complain about subtle, career-damaging discrimination that results from a military climate that does not accept people who are different. The article goes on to report that promotion opportunities are a constant complaint among minorities who perceive that career-boosting assignments and training are provided in discriminatory ways. At the same time, no-minorities complain about reverse discrimination; they believe it is harder to get promoted because of minority preferential treatment. *Which perception is true? If the former, what accounts for this? What is the course for the erroneous perception?* * Not having served on a promotion

board one can only speculate and rely on hearsay. Those officers not selected for promotion may not understand the board process. They are more prone to believe that minorities are a large part if not the sole reason for their non-selection.

In the same Army Times, Brigadier General Nancy Adams, Chief of the Army Nurse Corps, responded to a statement on the promotion of minorities and women. She stated, "The only use of goals in the promotion board process is to compare the selection rates of females and minorities with the overall population. Women and minorities are maligned by suggesting that there is a mechanism other than the strength of their records to determine their promotion potential."

As the author of this paper and a former recorder, to suggest that the Secretary of the Army's guidance, the board members, and the entire selection process as a whole gear towards furthering the careers of women and minorities insults the intelligence of every officer in the Army. Our system produces outstanding leaders in the military and at the national level, but again there is still room for improvement. *Board members may not use personal knowledge nor opinions of any other person concerning the officers' being considered for promotion.*⁵ The board weighs its decisions on each officer's demonstrated character, performance, and potential for future outstanding service.⁶

* Italics print added by the author.

The board reviews the officer's entire record with no single factor overriding a board member's decision.

Neither gender nor race determines the success nor potential of an officer to perform at the next higher grade. The issue of racism, however, does play a part in the evaluation of some women and minority officers. The disparity between minority and non-minority

officers' evaluation reports support the belief that for some minorities' career development is a significant problem. Admittedly, there are problems with our performance evaluation system, but all things being equal, it judges all officers on the same system. The problem seems to revolve around the reporting senior and the officer being evaluated.⁷

In the Quantico Sentry, 27 January, 1995, Headquarters Marine Corps Public Affairs Office published an article titled "Marine Corps Reveals Plan For Diversity." The news article addressed the Marine Corps Commandant's decision to charter a Quality Management Board to study minority attrition rates at Officer Candidates School. The questions asked were did the Marine Corps, as an institution, have problems in the equal opportunity arena? What was the Marine Corps going to do with the findings of its study? The Marine Corps ordered a corps wide cultural diversity education/awareness campaign. The program titled "Team Marine," assumed the goal of assuring that minorities and women's representation in the corps mirrored national goals.

The article states that the *leadership* of the Marine Corps *understands* several key issues:

- *That diversity is important in keeping the corps healthy and viable.*
- *Changes must be institutionalized, not directive in nature.*
- *There should be no lowering of standards or separate programs.*
- *The program should be implemented as a series of goals, not quotas.*

The article concluded by stating that there must be a continuously evolving process, not a time fix. Change will take time; it will not happen overnight. The Marine Corps is not looking for instant gratification.⁸

CHAPTER 2

BACKGROUND INFORMATION

A. INTEGRATION AND EQUAL OPPORTUNITY IN THE ARMY

In addressing the issue of ethnic groups, I must start by covering the integration of

minorities into the Army. On June 25, 1941, President Franklin D. Roosevelt issued Executive Order Number 8802, which stated the following:

*In affirming the policy of full participation in the defense program by all persons regardless of color, race, creed, or national origin, and directing certain action in furtherance of said policy...all departments of government, including the Armed Forces, shall lead the way in erasing discrimination over color or race.*⁹

Franklin D. Roosevelt legally ended segregation in the defense industries in 1941, but only after black leaders, led by A. Philip Randolph, threatened a massive march on Washington. Six years later, the Army still remained hostile to the idea of an integrated force. Secretary of the Army Kenneth C. Royall argued that integration would weaken national defense. Generals' Eisenhower and Bradley agreed.¹⁰

As America entered the Cold War the number of white volunteers declined and the forces needed black soldiers. On 4 February, 1947, Governor Alfred E. Driscoll of New Jersey defied his own state constitution by banning segregation in the national guard.¹¹ President Truman faced a difficult election campaign in 1948 and he recognized the significance of black voters. The continuing record of racial discrimination presented the United States with a serious image problem during an upcoming election.

Truman's Executive Order 9981, issued on 26 July, 1948, seemed destined to please everyone. It proclaimed "equality of treatment and opportunity for all persons in the armed services without regard to race, color, religion, or national origin." It did not mention desegregation and the military hoped that they would be free to supply their own definition of "equality of treatment and opportunity." It also granted sufficient time to "effectuate any necessary changes without impairing efficiency or morale."¹² On the same day of the Truman Executive Order, Army Regulation 600-21, Equal Opportunity

In The Army, took effect.¹³

For many, the executive order meant that little would change. Segregationist immediately set out to ensure that integration not be a result. Secretary of the Army Royall again opposed such moves. The Army Chief of Staff, General Omar Bradley, argued that the Army was no place for social experiments.¹⁴ General Bradley wrote a memo to General W.S. Paul stating that the present Negro strength of the Army was 62,000. This was 12 percent - 2% above the agreed rate.¹⁵ With resistance bordering on insubordination, President Truman forced a written apology from General Bradley.¹⁶

B. INTEGRATION OF WOMEN INTO THE ARMY

I am using the integration of women into the Army to draw a parallel to integration of minorities into the Army. During the 18th and 19th centuries women were routinely present with the armies in battle. It was common and accepted practice for poor but respectable wives, mothers, and even daughters, to accompany the men when they went off with the Army. Besides undertaking the usual functions of cooking, sewing, and foraging for supplies, many women both black and white, served as saboteurs, scouts, and couriers. The record of Civil War nurses provides one of the finest examples of dedication, organizational ability, and simple courage in American military history.

By the end of WWI, 34,000 women had served in the Army and Navy Nurse Corps, the Navy, the Marines, and the Coast Guard. On 2 June, Congress passed the Women's Armed Services Integration Act of 1948. The vote was 206 to 133. On 12 June, President Truman signed the measure that finally established a permanent place for women in the Army, Navy, Air Force, and Marine Corps.¹⁷

Women play an even more vital role in today's Army. On 13 January, 1994, the

Secretary of Defense announced the new assignment rule and definition of direct ground combat. The rule states that service members are eligible for assignment to all positions for which they are qualified, except that women shall be excluded from assignment to units below brigade level with the primary mission of engaging in direct combat on the ground. The definition of direct ground combat is engaging an enemy on the ground with individual or crew served weapons, while being exposed to hostile fire and to a high probability of direct physical contact with the hostile force's personnel.¹⁸

At the end of August 1994, women comprised 12.9 percent (70,718) of the Active Army, 7.9 percent (31,519) of the Army National Guard and 21.6 percent (50,679) of the Army Reserve. The Army does not anticipate any impediments to female accession or progression due to a reduction in its force. *As a result of the new Secretary of Defense policy on the assignment of women drafted 1 October, 1994, ninety-one percent of all Army positions are now open to women.*¹⁹ The following units, positions, and military occupational specialties opened 1 October, 1994:²⁰

Maneuver Brigade Headquarters
Division Military Police Companies
Chemical Recon and Smoke Platoons
Engineer Brigade Companies
Collection and Jamming Companies
Forward Support Teams of Forward Support Battalions
Washington Ceremonial 3rd Infantry (Old Guard) Regiment
3rd Infantry (Old Guard) Regiment
Armored Cavalry Regiment
160th Aviation Group Headquarters
Special Forces Group Headquarters
Divisional Air Defense Artillery Battalion Headquarters
Regimental Aviation Squadron of the Armored Cavalry Regiment and Air Cavalry Troops
Engineer Brigade Crewmember (enlisted)
Combat Engineer Senior Sergeant
Field Artillery Surveyor (enlisted)

C. GOALS OF DA PROMOTION BOARDS

Since 1970, the Department of the Army equal opportunity selection goal for each promotion board is to select a number of minority and female officers, equal to the overall select rate for those officers appearing before the board their first time. The outcome is that the statistics do not reflect those officers not selected the previous year who appear before the board a second time. Military planners worried about what percentage of minorities the services could tolerate as the Army actively reached out to blacks and hispanics. In the late 1970's, the Army established the Office of Equal Opportunity Programs as a part of the Deputy Chief of Staff for Personnel (DCSPER) to address problems related to equal opportunity and racial disharmony. However, the Army's guidance for setting priorities when race relations goals seemed to conflict with other goals of the Army stated the following:

*An essential condition for the Army to accomplish its primary mission of national defense is the preservation of a high state of discipline and good order; the quality of discipline cannot be compromised to a drive toward social progress.
(AR 600-21, 1973, Paragraph I(3d)).²¹*

The network of unwritten norms and sanctions that modify or circumvent the formal regulations complicated the problem of racial adjustment in the Army. Minority officers were additionally disadvantaged because they were outsiders in mainstream white society. They did not learn how the Army, as an almost exclusively white organization, operated; how the official and the unofficial regulatory system worked; or, how they could maneuver on their own behalf. Some might argue that everything depends on the background of each individual: on his-her values, education, as well as the type of college attended (historically black university versus an integrated academic environment). In

addition, there are some who perceive a single minority officer achieving general officer rank as allowing minorities to move up, but not spread out too far as to carefully monitor their progress.

As the author of this paper, it is my opinion that there must be a balance between the readiness of the Army and those who comprise its ranks. How far do we as a nation go to ensure that everyone gets a fair chance? Working as a recorder and privileged to board member conversations and deliberations, I can say that the subject of gender/ethnicity surfaces each time in board deliberations, whether or not the board meets minority goals. For one to overlook minority statistics does not help to create a better Army. I am not saying it is necessary to do wrong (*selecting minorities over equally or better qualified white officers*) to prevent a greater wrong (*having and maintaining an all white lead officer corps*). Each board should strive to select the best officers and try its best to right the wrongs of the past. I am saying that if the Army is truly multiethnic and the makeup of our society currently reflects all classes of people, so must the leadership of the military.

One may read this paper and argue that service to one's country has nothing to do with race or gender nor can history change itself. I ask you "How can discipline and good order be attained in an Army whereby more than a majority of the leadership is non-minority and the subordinates are minorities?" There is a highly visible distinction in the racial make-up of Army leadership. That no one vocalizes their opinion does not constitute consent. Appendix A contains graph representations of Race/Ethnic/Gender profiles of DOD and the separate military services.²²

D. PROMOTION BOARD METHODOLOGY FOR SELECTING THE BEST

QUALIFIED OFFICER

Department of Defense Directive 1320.12, Defense Officer Promotion Program, is the directive that updates policy, responsibilities, and procedures for administering the officer promotion program in DOD. It applies to the Office of the Secretary of Defense (OSD) and to other military services. It covers the selection of commissioned officers for promotion on the active duty list from the grades of Chief Warrant Officer 3 through Major General in the Army. It also covers the Air Force, Marine Corps, and Lieutenant through Rear Admiral (upper half) in the Navy. It is DOD policy to provide an adequate number of military officers to meet projected manpower and skill requirements.²³ United States Code Title 10, is the authority for promoting commissioned officers. Title 10 allows the Secretary of the Army to direct a promotion board to recommend a specified number of officers for promotion. DA Memorandum 600-2, Policies and Procedures for Active Component Officer Selection Boards, governs all Headquarters, Department of the Army officer selection boards. Appendix B shows an example of a typical Army officer career development cycle.²⁴

Colonel P.E. Riedel, a former Chief of the DA Secretariat for Selection Boards, completed a study project titled Improvements To The Officer Selection Process, while a student at the Army War College. In this study he proposes that officers currently have a deep and abiding trust that the selection process provides rewards based on officer's ability and demonstrated potential, free from bias and patronage. A recent survey of 21,000 soldiers concluded that there is currently some erosion in trust in the promotion system compared to a 1990 survey of a similar population. In addition, the number of promotions available are always less than the number of officers eligible. Riedel states

that as the Army reduces its forces, and more officers leave through involuntary reductions in force (RIF) boards and fewer promotions occur, the ability of the system to make right choices becomes increasingly critical. He goes on to emphasize that those promoted are the ones who survived the system, punched the right tickets, and had flexibility to adjust to the tough jobs. He concludes by stating that during the current RIF we will measure the potential of our future leaders by yesterday's yardsticks; that is the best leaders may not be so easy to recognize in the near future.²⁵

E. SECRETARY OF THE ARMY'S GUIDANCE FOR CONDUCTING PROMOTION BOARDS

The Secretary of the Army provides guidance to the promotion boards. The guidance states that all officers being considered for promotion ***are selected based on their character, demonstrated professionalism, and potential to perform in the next higher grade.**** DA Memo 600-2, emphasizes that the board will vote each record based on the whole person concept and not concentrate only on an officer's performance. ***Promotion is not an award for past performance, it is an award for an officer's potential to perform his duties in the next higher grade.***

CRITERION FOR SELECTION/THE WHOLE PERSON CONCEPT

DA Memorandum 600-2 states that to fairly evaluate an officer's demonstrated professionalism or potential for future service, board members will review the entire record and no single factor should be overriding. However, board members may properly base their recommendation on disciplinary action, relief for cause, cowardice, moral turpitude, professional ineptitude, inability to treat others with respect and fairness, or lack of integrity. The board members use the following framework to evaluate each

officer's potential:26

(1) Military bearing and physical fitness. Evaluate the officer's fitness for duty considering the standards of Army Regulation 600-9 and the officer's overall appearance. The board member will limit his view to the official photograph when one is present.

(2) Military education and training. Evaluate the appropriateness and extent of military education and training as outlined in DA Pamphlet 600-3 and DA Pamphlet 600-11.

(3) Civilian education and training. Evaluate the appropriateness and extent of civilian education and training, especially that which has been obtained at the direction of the Army.

(4) Assignment history and professional development. Evaluate the officer's assignment history to assess his or her professional development. Duty descriptions on the Officer Record Brief(ORB) and Officer Evaluation Report (OER) indicate developmental experience. DA Pamphlet 600-3 and DA Pamphlet 600-11 are general guides to help evaluate career field and skill qualifications.

* Bold print added by the author.

(5) Performance. Evaluate how well the officer performed in various assignments throughout his or her period of service. The board will consider both manner of performance and the professional attributes and quality of character expected of a commissioned officer as shown on evaluation reports.

(6) Professional attributes and ethics. Evaluate how well the officer fulfills his or her commitment to serve the Nation. This requires a summary evaluation of the officer's dedication, professional deportment, respect for fellow soldiers, desire to excel, and adherence to the professional Army ethic. Review comments on evaluation reports, commendatory and disciplinary information, and professional certification entries on the ORB. In weighing these factors, the board will keep the following in mind:

(a) Integrity and character. These attributes constitute the real foundation of successful leadership. Officers must set a positive personal example and demonstrate an unequivocal commitment to the values of the professional Army ethic outlined in Paragraph 1-8, DA Pamphlet 600-3. Absolute integrity of word, deed, and signature is a matter that permits no compromise. An officer who has sacrificed his or her integrity has forfeited the respect and trust of those with whom he or she serves.

(b) Attitude, dedication, and service. The board will pay particular attention to the selfless officer whose record reflects a consistent willingness to make personal sacrifices in order to accomplish his or her mission and to the bold and innovative officer who demonstrates a willingness to take calculated, but not indiscriminate, risks.

(c) Concern for soldiers and families. Soldiers are the Army's most important

resource. The board will select the officer who exhibits imagination in challenging subordinates; who treat soldiers, civilians, and their families with dignity and respect at all times; and who has sympathy and compassion for others' real individual and personal problems.

The Secretary of the Army issues guidance in a Memorandum of Instruction (MOI).

The MOI provides the board members with the following:

- *Establishes which officers are eligible for promotion by date of rank*
- *Provides the maximum and minimum number of officers the board may select*
- *Outlines the requirements and goals for the board*

CHAPTER 3

BOARD PROCESS

A. MISSION OF THE DA SECRETARIAT FOR SELECTION BOARDS

The Department of the Army (DA) Secretariat for Selection Boards mission is to conduct all DA centralized selection boards. Centralized selection boards include:

- * Promotion
 - Chief Warrant 3 Thru Major General
- * Schools
 - Command and Staff College (Slating of officers to attend sister service or foreign school is the function of each Army branch not the Secretariat)
 - Army War College
- * Command (LTC and COL)
 - Combat Arms/Combat Support Arms/Combat Service Support
 - Project Manager/TRADOC Systems Manager (COL)
 - Product Manager (LTC)
 - Medical Corps/Dental Corps/Veterinary Corps/Medical Service Corps (LTC and COL)
- * Retention/Separation Boards
 - Selective Early Retirement/Selective Retirement/Reduction In Force
 - LT Retention
- * Special Boards
 - Promotion/Command/Review
 - Omission and Reconsideration (for officers whose file did not appear before

a promotion board due to no fault of their own or the officer submitted an appeal with favorable results and now the officer's file warrants a second look or reconsideration)

- Advisory
- Astronaut Selection

The Secretariat furnishes the board with the yes and personnel records of the officers appearing before the board and assigns recorders to provide administrative support to the board. A lead recorder and assistant recorders share the responsibilities. One board recorder must always be present in the board room.

BOARD RECORDER DUTIES

- Provide administrative support to the board
- Brief board on prescribed procedures
- Research problems: respond to board inquiries
- Ensure proper consideration of all eligible officers
- Manage files
- Maintain population statistics of officers being considered for promotion
- Manage preliminary and final attest rosters
- Ensure the MOI, verbal guidance, and law and/or policy are followed
- Take care of the board members' administrative needs to allow them to concentrate on their duties
- Maintain a professional board room atmosphere
- Ensure only authorized personnel enter the board room

Board recorders do not have a vote in the selection process. Specific guidelines prohibit board members and recorders from receiving, initiating, or participating in discussions about officers in the eligible population. All communication with the promotion board with the exception of administrative support must be in writing. No officer may appear before the board in person. The Secretaries of their respective services are the only persons who may appear in person to address the board. This authority is not subject to delegation. If the Secretary of the Army addresses the board members, a verbatim written transcript of the remark will be provided to each board member and made part of the official board records.²⁷

PROMOTION BOARDS

* Characteristics

- Statutory - Governed by law, Title 10 US Code
- Fully and Best Qualified
- Create Order of Merit List (OML) of officers being considered for promotion once voting of files is complete
- First Time Considered Selection Rate 50-90% (Approximate)
 - CPT-90%
 - MAJ-75%
 - LTC-65%
 - COL-50%

* Eligibility

- Based on Date of Rank
- Above/In/Below Zones
- Ensure the board members have what they need to make a fair evaluation.

Before establishing the number of officers that each service may recommend for promotion, Secretaries of their military department (Army, Navy, Air Force, Marine Corps) IAW Chapter 36, Title 10, United States Code, determine the following:

- (1) The number of positions needed to accomplish mission objectives that require officers in the grade to which the board will recommend for promotion.
- (2) The estimated number of officers needed to fill vacancies in positions during the period that the selected officers will be promoted.

Additional guidance applies to the above:

- (1) Requirements for each grade and category are the validated numbers determined to be needed based on skill and experience considerations.
- (2) Estimated vacancies include unfilled requirements at higher grades.
- (3) The number of officers authorized to serve on active duty in a grade and category may be set lower than actual requirements where grade limitations established in law may not permit requirements to be met. The number authorized also may be set higher than actual requirements when warranted by promotion flow considerations in a specific category.

Before a promotion board convenes, the DCSPER may increase or decrease the

number of officers the board may recommend for promotion. After a promotion board convenes, the DCSPER may only decrease the number of officers the board may recommend for promotion.

B. SELECTION OF BOARD MEMBERS

The Secretaries of their respective military services appoint a member of the selection board as president of the board. The board president is a general officer since all board members must be senior to those eligible officers in the population. The responsibilities of the board president include the following:²⁸

- (1) Set the tone of the board
- (2) Amplify the importance of the Secretary's guidance
- (3) Approves internal operating procedures
- (4) Monitors board member standards and daily output
- (5) Reports any problems
- (6) Signs the After-Action Report upon board recess

In addition to the board president, each branch of the Army provides the DA Secretariat, the name of a field grade officer as a potential board member. The branches of the Army are as follows:²⁹

Air Defense Artillery
Adjutant General's Corps
Army Acquisition Corps
Army Nurse Corps
Armor
Aviation
Civilian Affairs (RC Only)
Communications-Electronics (Warrant Officer Only)
Chaplains
Chemical Corps
Dental Corps
Corps of Engineers
Field Artillery
Finance Corps
Administration and Graphics (Warrant Officer Only)
General Officers
Retired Reserve

Criminal Investigation and Intelligence (Warrant Officer Only)
Infantry
Judge Advocate General's Corps
Medical Corps
Military Intelligence Corps
Mechanical Maintenance and Marine Operations (Warrant Officer Only)
Military Police Corps
Medical Service Corps
Ordinance Corps
Professor, US Military Academy
Quartermaster Corps
Signal Corps
Special Forces
Army Medical Specialist Corps
Supply and Services (Warrant Officer Only)
Transportation Corps
Veterinary Corps
Weapons and Utilities Maintenance (Warrant Officer Only)

The potential board member must meet established criteria:

- ***Must be among the best officers in the Army***
- ***Must have demonstrated outstanding manner of performance in demanding assignments***
- ***Must have potential for future service and promotion***
- ***Must be physically fit and conform to height and weight standards***

Statute Requirements

- ***5 or more board members must be on the Active Duty List***
- ***Board members must be senior to officers being considered for promotion***
- ***Other Than Regular Army (OTRA) officer must be on the board if an OTRA is in the considered population***
- ***Board must have JOINT representation as designed by Chairman, JCS (board member must be joint certified)***
- ***Board member cannot sit two successive boards (the same board the following year)***

Policy Requirements

- ***Must have representation from each branch of the Army***
- ***Must be a LTC or above***
- ***Board member never passed over for promotion through the rank of colonel***
Board member must be a serving or former battalion or brigade commander (must have successfully commanded)
- ***Board member must be a graduate of Command Staff College or Senior***

Service College

- Board must have a composition of ethnic, female, and joint representation

The board member's oath reinforces that the most important duty in their military career is sitting on a selection board. The board members take the following oath once the board convenes:

"You _____, do solemnly swear (or affirm) that you shall, without prejudice or partiality and having in view both the special fitness of officers and the efficiency of the Army, perform the duties imposed upon you, that you will exercise the highest integrity throughout these proceedings, and further that you will not divulge the proceedings or results there of pertaining to the selection or non-selection of individual officers except to proper authority."30

The board votes by majority rule, not unanimous vote. The board president has no authority to constrain what the majority recommends and his vote carries no more weight than any other member. Board membership is different for each selection board. Every board selects the best qualified officers for promotion, regardless of the board composition.

C. CONTENTS OF PROMOTION FILES

(1) OFFICER RECORD BRIEF

The Officer Record Brief (ORB) is an important tool used in the management of officers. The ORB is a one page snapshot of an officer's entire military career to include his civilian college education; a factual resume used to develop a general picture of the officer. It provides a summary of an officer's qualifications and career history. It is one of the primary management tools used in determining where to assign officers. Selection boards use the ORB to gain an initial impression of an officer's qualifications, career history, and as a road map to the OER. Others use the ORB to form an image of the officer's experience and qualifications. Therefore, the accuracy of data on the ORB is

important.³¹ Appendix C shows sample ORB.³²

DA mails all officers a copy of their ORB ninety days before each promotion board. Officers review their ORB for accuracy, make appropriate corrections, sign, and return it to their personnel manager at DA. The officer's signature attests that entries on the ORB are correct. The personnel manager responsible for assigning officers to duty positions reviews all ORBs for accuracy; however, the information on the signed ORB is what appears before the promotion board. Ultimately, the individual officer is responsible for updating his ORB throughout his career span.

DA leaves certain information blank in an attempt to preclude the ORB from becoming a screening tool and to prevent unfair considerations from entering the process. The deleted elements are: Number of Dependents; Marital status; Spouse Birthplace; and Command Designated Position List (CDPL) Selection data. These elements have no bearing on the potential of an officer to perform his or her duties in the next higher grade.³³ For some unknown reason DA does not delete an officer's religious preference. Perhaps no one thinks it has the potential to influence board members. *Does religious preference have any bearing on the promotion potential? If an officer declares no religious preference on his ORB, can a board member subconsciously think that the officer does not meet a certain moral standard.* Amazingly, there are arguments concerning this very subject. Some officers believe that such idiosyncrasies influence board members.

The ORB consists of ten sections plus the heading. The sections are as follows:³⁴

Heading

Section I Assignment Information

Section II Security Data

Section III Service Data
Section IV Personal/Family Data
Section V Foreign Language
Section VI Military Education
Section VII Civilian Education
Section VIII Awards and Decorations
Section IX Assignment History
Section X Remarks

(2) OFFICER'S OFFICIAL DEPARTMENT OF THE ARMY PHOTO

DA requires each officer to take an official photo in his Class A uniform (Dress Greens) with all permanently authorized awarded decorations properly displayed. DA requires officers to update their photo upon promotion to 1LT and every five years or upon promotion. Males wear low quarter shoes and females may wear either skirt or pants with black pumps.³⁵ When present, the official photo is the first item the board member sees when opening the promotion file. Although required for promotion, many officers fail to take a photo. There is no reason for a missing DA photo. Board members view this as a direct signal from the officer. That signal is "I do not care about a promotion." Second, the officer may be overweight or present an unsightly appearance in his Class A uniform; therefore, does not want the board to see him. DA recommends all officers have a current photo. Those without a current DA photo disadvantage themselves regardless of their performance evaluations. Again, the photo is part of the criteria for selection/whole person concept.

The norm is for photos to be in color; however, there is no regulation requiring a color photo. Some military installations do not have a facility to take color photos. Officers must go to the civilian sector and pay for a color photo to compete with their peers. The possibility exists that some board members may give a lower score to a file with a black and white photo. Subconsciously, the board member may assume that the

officer does not care and did not take the time to get a color photo. The board member may think that any officer who is serious about a promotion will find a way to get a color photo. For example, if eighty percent of the photos going before the board are in color, the other twenty percent may draw more attention simply by standing out.

The board member reviews all awards and decorations on the uniform and matches them against the official entries on the ORB, he also checks to see if the officer displays them correctly. The official award documentation must be in the officer's file if the decoration or award is on his uniform in his DA photo. Wearing any type of award or decoration without the supporting documentation warrants closer scrutiny by the board. The most common problems with DA photos are haircuts and mustaches not IAW with regulation, unauthorized unit citation or accouterments, and poorly fitting or unpressed uniforms.³⁶ Appendix D shows a sample DA Photo.³⁷

(3) OFFICER'S EVALUATION REPORTS ON MICROFICHE

The Officer Evaluation Report (OER) is an evaluation form by which the Army measures an officer's performance and potential. DA refers to it as the "performance portion" of an officer's official military personnel file (OMPF). All OERs are on microfiche. Appendix E shows a sample microfiche.³⁸ The microfiche has two separate sections. The top section contains all evaluations of the officer's performance and academic reports received while attending military and civilian schools. The bottom section contains all the commendatory and disciplinary information on the officer.

It is the second most important document the board member sees in the file. It places primary emphasis on the senior rater's portion.³⁹ Appendix F shows a sample OER ⁴⁰

The OER has all the current data on the officer being evaluated (name, unit, date of

rank, job description, rater and senior rater); however, board members concentrate on the four most important blocks. The board member can extract the same information from the ORB to verify accuracy of the file. The four most importance blocks on the OER form in order of priority are:⁴¹

(1st) The senior rater profile. In this portion of the OER the senior rater is required to box check an officer in one of nine boxes that represent a bell-shaped normal distribution based upon one hundred officers of the same grade. As the senior rater rates more officers he develops his own personal senior rater's profile. A board member can take a quick look at the senior rater's profile on an OER and get a very good idea of where the officer stands among his peers.

(2nd) The Senior Rater's Comments. This portion of the OER should reflect the officer's potential for future service, command, and schooling. (Examples of comments by the senior rater are: Promote below the zone, Could command a battalion today, Send to school ahead of contemporaries).

(3rd) The Rater's Comments on Potential. This portion of the OER should reflect the potential of the rated officer as seen by his immediate rater/supervisor. The rater is the individual who comes in contact with the rated officer on an almost daily basis.

(4th) Duty Description of The Rated Officer. This portion of the OER is where the officer describes his duties and responsibilities. The duty description should reflect the number of personnel the officer is responsible for training, number and type of equipment under his control, and any additional duties he has. The officer's duty description must read as if it is the most important job in the Army.

(4) COMMUNICATION WITH SELECTION BOARDS

No officer may appear before the board in person. Eligible officers wishing to communicate with the board may write a letter to the president of their board. DA Secretariat screens all letters to the board. Letters that criticize or reflect on the character and conduct of any officer in the eligible population do not go before the board. The officer under consideration must endorse letters by a third party.

CHAPTER 4

BOARD OPERATIONS

A. PRACTICE VOTING FILES

Once the board convenes, board members are briefed and guided through a practice vote of files within the eligible population. The purpose of the practice vote is to assist the board member in the following areas.

- Develop knowledge of files in the population
- Learn microfiche operation
- Learn the use of the voting sheets
- Learn the file rotation procedures
- Establish voting standards
- Establish board member voting pace
- Become familiar with the voting word picture
- Verify the voting word picture
- Identify aberrant votes

The lead recorder for the board normally selects 10-20 files from the eligible population for the practice vote. The selections of the files depend on the complexity of the population, the amount of time available, and the number of board members. They are set-up the same as the actual files. The most important aspect during the practice is to understand how to score a file using the word picture approved by the board president. Second, the board member must learn to remain consistent in his voting. If the board member begins voting files by giving high scores, he must consistently vote high. For him to change his voting standards in the middle of the population would disadvantage all the files he has yet to vote.

B. VERIFYING THE VOTING WORD PICTURE

The word picture is a tool used by the board members to help gauge their scoring. The board president reviews the word picture before the start of each board. Word pictures are subject to modification by board consensus and require a show of hands for

approval. Through the practice vote, board members become familiar with and validate the word picture. Appendix G shows a voting word picture.⁴²

- 1 Thru 6 Scoring
- 6 Highest = Definite Select
- 5 Above = Average Must Select
- 4 Average = Should Select
- 3 Potential = Select If There Is Room FULLY QUALIFIED
-
- 2 Below Average; Not Competitive NOT FULLY QUALIFIED
- 1 Kick out of the Army

- Use +/-'s To shade vote up or down
- The whole number score is the most important score
- First decide the whole number score then decide whether to use a +/-
- Value of +/-'s minimal (approximately .01)
- Maximum of one + or – per vote

C. VOTING PROMOTION FILES

Board members evaluate each file and assign a numerical score of 1 through 6, + or -. An example of a board member voting a file is as follows:

The recorder divides the files into groups of ten or twenty depending on the size of the eligible population. The board member gets a stack of files to vote. He opens the first file and sees the photo on top, followed by the ORB, and the microfiche attached inside the file. He reviews the photo, entries on the ORB, and inserts the officer's microfiche into the microfiche viewer. He reviews the file for approximately three minutes, looks at the word picture, and decides that the officer is a qualified and solid performer. He then assigns a numerical score of "4" IAW the word picture. IAW the word picture the officer is **FULLY QUALIFIED** for promotion since his file received a numerical score of "3" or better. Any file receiving a numerical score of "2" or below, the board considers **NOT FULLY QUALIFIED** for promotion. If a board member assigns a file a numerical

score of "1" the board member is requesting that the officer "Show Cause" why he should remain on active duty. The board discusses files identified for possible show cause at the end of the board.

D. IDENTIFYING FULLY QUALIFIED AND BEST QUALIFIED OFFICERS

The board determines an officer "**Fully Qualified**" for promotion if he is qualified professionally, morally, has demonstrated integrity, is physically fit, and is capable of performing the duties expected of an officer with his or her qualifications in the next higher grade.⁴³ An officer who is not fully qualified for promotion may be qualified for duty in his current grade and career field. Once considered fully qualified, the board determines which officers are "**Best Qualified**" for promotion through ability, potential for future service, and particular skills to assume the duties of the next higher grade and meet the needs of the Army.⁴⁴ Officers recommended for promotion must be "fully qualified" and "best qualified" for promotion.

E. RECORDERS IDENTIFY ABERRANT VOTES AND TALLY SCORES

The recorders total the scores of each file and at the same time look for any voting disparity (aberrant votes). A file has an aberrant vote when there is a numerical difference greater than "2" among the board members' scores. For example, if one board member scores the file a "6" and another board member scores a "3-," it is an aberrant vote. The recorder will mark the file by circling the aberrant votes. Once the recorder identifies an aberrant vote, he assures that both the high and low voters have an opportunity to review the accuracy of their vote. The recorder emphasizes to the board member that this process is not to pressure the board member to change his vote. The aberrant vote check serves to assure that the board member has not overlooked something

in the file. The board member is under no obligation to change his vote if he feels strongly about the individual file. The board recorder identifies aberrant votes and scores each file as follows:

- Add the whole numbers and record the score at bottom of the score sheet
- Use +`s or -`s to cancel each other out
- Sum the remaining +`s or -`s and record it beside the whole number

An example of an aberrant vote and score tally are as follows:

4
6
5+
3-
5-

23 - 1

CHAPTER 5

EQUAL OPPORTUNITY DISCUSSION

***THIS IS THE MOST MISUNDERSTOOD PHASE OF THE SELECTION BOARD PROCESS**

A. EQUAL OPPORTUNITY BRIEFING AND DISCUSSION OF TENTATIVE MINORITY SELECTEES VERSUS DA GOAL

After scoring all files, the recorder has his automation support personnel run an Order of Merit List (OML) and racial/ethnic statistics on the entire eligible population. The OML is a numerical listing of the total scores of all files, from the highest to the lowest. Appendix H shows a sample OML.⁴⁵ The board draws a Fully Qualified Line (FQL) and Best Qualified Line (BQL) IAW the word picture. Appendix I shows a sample OML with FQL. Appendix J shows a sample OML with BQL and FQL.⁴⁶

After drawing the FQL and BQL, the board reviews statistics on the racial/ethnic make-up of the entire population. The statistics show the population broken down into

the six racial/ethnic categories. Appendix K shows a sample racial/ethnic (population) statistics sheet.⁴⁷ The board reviews the statistics and determines what specific racial/ethnic categories are short of the stated EO goal. The board strives to meet that goal (not a quota). The Army has no quotas. A goal shortfall in a racial/ethnic category must be by more than one individual officer.

DA Memo 600-2, specifically addresses EO guidance. The recorder reads the guidance verbatim to the board. The Chief of DA Secretariat or the Executive Officer is normally present to witness the reading of the EO guidance. They assist the recorder in answering any board member questions regarding EO. Anything the recorder says has the possibility of being misinterpreted as official guidance by a board member. It is the Chief of DA Secretariat or the Executive Officer's duty to ensure this does not occur. IAW DA Memorandum 600-2, the recorder reads the following EO guidance to the board after it reviews racial/ethnic statistics:

The success of today's Army comes from total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. People remain the cornerstone of readiness. To this end, equal opportunity for all soldiers is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army, but is especially important to demonstrate in the selection process. To the extent that each board demonstrates that race, ethnic background, and gender are not impediments to selection for school, command, or promotion, our soldiers will have a clear perception of equal opportunity in the selection process. If the selection rate in any minority of gender groups falls below the selection rate for all first-time considered officers by more

than one individual, the board will review the files of all fully qualified but tentatively not best qualified officer in that group. If the board finds an indication that an officer's record may not accurately reflect his or her potential for service at the next higher grade due to put discriminatory practices-whether institutional or personal, deliberate or inadvertent-revote the record of that officer and adjust his or her relative standing to reflect the most current score.⁴⁸

B. BOARD MEMBERS REVIEW MINORITY FILES FROM (TENTATIVE) BEST QUALIFIED LINE TO THE FULLY QUALIFIED LINE

When the board has a shortfall in a certain category the recorder gathers all the minority files from the tentative select line to the FQL. He puts them in stacks according to their racial/ethnic category. The board then breaks down into groups representing each shortfall category. A minority board member of the same racial/ethnic category leads each group when possible. The individual groups go into separate rooms to review the files as directed by the above stated DA Memo guidance. If during the review the groups find a suspect file, they inform the recorder and board president. Upon completion of the review, each group will present their suspect files to the entire board. The board discusses each file and takes a majority vote whether to revote the file. If the board decides to revote a file, they reenter it into the board OML with the new score and in its new order. *The unique aspect of the minority revote is that the board may displace another minority of the same or different category, thereby, changing the statistics again. The board conducts only one revote.*

The board will again review statistics at the completion of the revote and assess EO selection goals. If after completion of the revote there are still goal shortfalls in a minority

category, the board will look for any patterns in those non-select minority files and include comments in their after-action report (AAR). *If the board determines that a particular minority group did attain the EO goal, but in comparison to the overall selection rate did not fare well, the board will again comment in their after-action report.*⁴⁹

In my experience as recorder, many of the revoted files score both higher and lower than their initial scores. The logic for the higher scores may be that once a group brings a file forward, that group has already decided that there is evidence of past personal or institutional discrimination. Thus, they favor revoting the file. The reason for the lower score is that the other board members now have an opportunity to scrutinize the file. The normal time dedicated to evaluating a file is approximately "3 to 4" minutes, compared to an entire group taking all the time necessary to review for any evidence of past personal or institutional discrimination. *Again, this is only my opinion.*

C. SKIP AND BUMP METHODOLOGY TO MEET DA SKILL REQUIREMENTS

The recorder has his automation support personnel run statistics of tentative selections by skill branch. After completion of the minority review and revote, the board reviews the OML to ascertain if they meet the selection requirements for each skill branch to include joint duty requirements. The board now has to meet the promotion requirements IAW the Secretary of the Army's guidance in the MOI.

The recorder has his automation support personnel run statistics of the new OML. It is at this point that the board uses the "**skip and bump**" methodology. Simply put, the board bumps one tentative select officer on the OML and skips down below the BQL to select another officer to meet a requirement. Appendix L shows an example of a board

skipping and bumping to meet a skill requirement.⁵⁰ *The only restriction is that the board does not drop below the FQL to meet skill requirements.*

D. SHOW CAUSE RECOMMENDATIONS

The next step in the board process involves the deliberation of all files recommended for show cause. The definition of show cause is where a board finds sufficient information in the officer's file that warrants him to prove (show cause) why he should remain on active duty. The board discusses each file and takes a formal vote whether or not the officer should show cause. Officers recommended for show cause do not affect board statistics since they are "Not Fully Qualified" on the OML.

CHAPTER 6

ADMINISTRATIVE BOARD REPORT

A. BOARD AFTER ACTION REPORT AND DCSPER OUTBRIEFING

The board members take notes throughout the board for the AAR. Comments in the AAR vary with each board. Standard comments are those that address the population, minority goal attainment, show cause, and board process itself. Appendix M shows an example of the AAR format.⁵¹ The board president signs the AAR and is the only board members who may retain a copy. Upon completion of the AAR, the recorder faxes it and the statistics to the DCSPER's office and schedules a board outbriefing. If the DCSPER has any questions regarding the board results, he inquires then.

Personnel attending the outbriefing include all board members, recorders, DCSPER and his representatives, Chief of DA Secretariat or the Executive Officer, and Mr. John Miller of the Management Support Division. Mr. Miller drafted the current Army OER in 1976, and is considered its subject matter expert. During the outbriefing the DCSPER

asks questions regarding the entire board process. In my experience as a recorder, the DCSPER asks questions concerning the population, fairness of the selection process, minority goal attainment, show cause, and ways to improve the process. In asking these questions, he assures that all board members are satisfied with the final board results prior to recessing the board. The DCSPER then officially recesses the board, and reminds board members of their oath to refrain from divulging information concerning the recommended list until the board is officially adjourned.

CHAPTER 7

CONCLUSION AND RECOMMENDATIONS

CONCLUSION

The current DA selection board process is sound, fair, and sensitive to minority concerns. The Secretary of the Defense current 1994 Minority Officer Pipeline Study validates that junior minority officers continue to trail non-minority officers in promotions. As a result, the Army identifies accession, promotion, and retention of junior minority officers a priority. Promotion of junior minority officers must be quality driven and not based on social progression and time fixes.

It is clear that the Army is serious about equality and having a multi-ethnic workplace. The guidance to the board is to recommend for promotion based on the merits of the officer's file. The boards do exactly that. A review and possible revote of minority files reinforce the board's commitment to a fair and unquestionable selection process.

My experience and research of this paper lead me to believe that the Army's current promotion methodology assumes or inherits the responsibility for social justice.

I am not sure it really works to solve the problems of junior minority officers or any

minority officer.

RECOMMENDATIONS

Since every officer in the Army will not serve on a promotion board, the only alternative is to educate him on the process itself. Convincing a majority of the corps that officers are promoted based on their potential to perform at the next higher grade is the first step. Convincing them that the entire process depends on the needs of the Army and not on racial/ethnic category of the officers is the end state. The promotion of junior minority officer's in the Army remains a problem in the eyes of many, yet the process is by far, fair.

Upon completion of this paper, an eminent Professor of Sociology, Dr. Charles Moskos, of Northwestern University wrote an article in the Washington Post. In his article Affirmative Action: The Army's Success, 15 March, 1994, he states that the Army is an institution where affirmative action works well. Not that the Army is a racial utopia by any means, but nowhere else in American society has racial integration gone so far or has black achievement been so pronounced. He states that the Army is the only institution in America where whites are bossed around by blacks.

The article goes on to state that the Army eschews quotas, but does have goals. Guidelines for the Army promotion boards are to select minority members equivalent to the percentage in the promotion pool. This means that the Army promotion system is based not on the number of minority members in the Army, but on the number of minority members in the pool of potential promotees to the next higher rank. Dr. Moskos states that it is very important to remember that there are no "timetables" to meet goals. The strongest candidates are eliminated (meaning standout) quickly; so are the weakest

ones. As one well-informed white officer said: "Only fully qualified people are promoted, but not necessarily the best qualified. But do not forget, we are talking micromillimeter differences in these areas."

He summarizes his argument by stating that the military has no hint of two promotion lists, whites being compared to whites, blacks with blacks. The same standard applies to all candidates. An organization that promotes less highly qualified people to buy temporary peace only invites long term disaffection. The military does not elaborately disguise its goals or its methods of attaining them because it does not have to. No identifiable group occupies positions of authority in the Army.⁵²

I agree with Dr. Moskos's opinion that the Army is a leading candidate in promoting based on merit and performance; however, an identifiable group does occupy positions of authority. The Army's promotion system may have some flaws, but where else can you find this type of fairness in an organization of 500,000 people?

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Butler, Brian. Future Readiness Officer for DA Chemical Corps Branch.

CPT(P) Butler's tour as the Future Readiness Officer dealt with junior officer assignment and career development in a corps that lacks minority officer role models. The Chemical Corps Officer Basic School has a major problem with its minority officer graduation rate. CPT(P) Butler provides great insight how the chemical corps is attempting to remedy this problem.

Hamilton Charles. Recorder for DA Secretariat for Selection Boards.

CPT Hamilton is currently a recorder and provides valuable working knowledge of today's promotion board methodology. He was the lead recorder for the 1994 Army CPT promotion board.

Holm, Jeane, USAF MG(Ret.), Women In The Army - An Unfinished Revolution. Presideo Records Press, Revised Edition 1992.

This book provides an insight into the Army's integration of women and some of the unique problems women faced.

Moskos, Charles, Affirmative Action: the Army's Success, Washington Post, 15 March, 1994.

This article fairly addresses the Army promotion system and states the reasons it may be a model for other organizations to follow. The article appearing in the Washington Post has a major affect on a community that houses the Army headquarters

(Pentagon).

Riedel, P.E. Improvements To The Officer Selection Process, Carlisle Barracks, Pennsylvania: Army War College, 15 March, 1993.

COL Riedel's paper on the officer selection process contains the most realistic information on the promotion perceptions of Army officers' and the recommended changes the Army may want to institute in the very near future.

Stanley C. L. Career Development Problems of Black Marine Officers, Quantico, Virginia, U.S. Marine Corps Command and Staff College, 1984.

This military issues paper provides information on the problems unique to black marine officers. These problems are still present today to some extent and validate that there is a need for research and study as to why they still persist.

Vest, Craig. Action Officer DCSPER's office.

MAJ Vest is the liaison between the DA Secretariat and the DCSPER. He provides and interprets DA guidance, assists in clarifying DCSPER's directives, and checks the accuracy of the board results.

Army Times, 9 January, 1995.

The two articles appearing in the Army Times assist in supporting my argument that race continues to play a large part in promotion boards. Both articles highlight the constant perception that minority selections affect all boards. These articles reflect the urgent need for all officers to fully understand the promotion process.

Black Americans In Defense of Our Nation. Washington, District of Columbia: Department of Defense, 1990.

This reference examines the contributions of black soldiers, airmen, marines, and coast guard personnel (to include women).

DA Acquisition Branch Briefing.

The acquisition branch information shows the normal career development of an Army officer.

DA Memorandum 600-2.

DA Memo 600-2 is the nucleus of the promotion system and provides policies and procedures for Army officer boards.

DA Pamphlet 640-1, Officer' Guide To The Officer Record Brief, Washington, 1987, 11-12.

This pamphlet helps the active Army officer understand the data displayed on the Officer Record Brief.

DA Secretariat Mock Selection Board Briefing.

The mock board briefing information provides examples of board products and explains the board process to officers in the field.

DA Secretariat Standard Operating Procedures (SOP), 18 October, 1994.
The SOP states how to conduct boards and the roles of recorders and administrative personnel.

DCSPER Standard Operating Procedures (SOP), 27 September, 1994.
The SOP states the policies for conducting boards and acknowledges applicable Title 10 guidance.

DOD Directive 1320.12.
This directive governs policy, responsibilities, and procedures for DOD officer promotions.

"Marine Corps Reveals Plans For Diversity." Quantico Sentry Newspaper, 27 January, 1995.

As a student at the Marine Corps CSC, the Quantico Sentry Newspaper provides a source of information reference the corps' methodology for improving the flow of minority officers. It acknowledges that the lack of minority officer leadership has and will continue to have a negative affect on the public's perception of the Marine Corps.

Newsweek, 13 February, 1995.
The magazine has two articles that address the current national mood on race relations. The articles state that race is a driving force in our daily lives given the current debate on affirmative action.

United States Army Research Institute for the Behavioral and Social Sciences,
Race Relations Research in the U.S. Army in the 1970's A Collection of
Selected Readings. Alexandria, VA, 1988.
This book provided the most important insight into race relations and perceptions. It provides information on surveys conducted throughout the Army and gives the reason for establishment of the DCSPER Equal Opportunity Program. This book is a collection of selected readings that vividly reflect some of the racial problems that our Army faces today.

Women In The Army. Information Paper, 14 October, 1994.
This paper provides information on the number of job positions now open to women. It affects the promotion system in that those prejudices previously held towards women in certain job positions must now be erased. Women are now competing for the high visibility jobs once thought available only to men.