

**OHIO MILITARY RESERVE**



**Regulation 623-3**

**CONDUCTING  
OFFICER  
PROMOTION  
BOARDS**

Headquarters, Ohio Military Reserve  
Office of the Assistant Chief of Staff, Per-  
sonnel and Administration, G1  
Bldg. 863, Rickenbacker Airport  
Columbus, Ohio  
43215

**01 June 2004**

## OHMR Regulation 623-3

**Headquarters**  
**Ohio Military Reserve**  
**Rickenbacker Airport**  
**Columbus, Ohio**  
**01 June 2004**

### Conducting Officer Promotion Boards

---

By Order of the Governor:

GENE A. DALE  
*Colonel, Ohio Military Reserve*  
*Chief of Staff*

Official:



RICHARD B. IOTT  
*Colonel, Ohio Military Reserve*  
*Assistant Chief of Staff*

**Applicability.** This regulation applies to the promotion of all commissioned and warrant officers in the Ohio Military Reserve.

**Supplementation.** Supplementation of this regulation and establishment of command and local policies are prohibited without prior written approval from the Assistant Chief of Staff, Personnel and Administration, OHMR-G1.

**Suggested Improvements.** Suggested improvements which may be considered for this regulation should be forwarded in writing to the proponent agency of this regulation, the Office of the Assistant Chief of Staff, Personnel and Administration, OHMR-G1, Bldg. 863, Rickenbacker Airport, Columbus, Ohio 43215.

---

**Summary.** This Regulation sets forth policy and procedures for conducting Officer Promotion Boards.

---

Contents	Paragraph	Contents	Paragraph
Chapter 1		Information Considered	2-2
General		Reports	2-3
Purpose	1-1	Oath	2-4
Reference	1-2	Action at HQOHMR	2-5
Criteria for Selection	1-3	Evaluation Consideration	5-2
Officer Evaluation Reports	1-4	The Evaluation Forms	5-3
Derogatory Information	1-5		
Physical Fitness and Weight Control	1-6	Annex A	
Medical Profiles	1-7	Promotion Board Memorandum	A-1
Marital Status and Employment or	1-8	Annex B	
Volunteer Work of Spouse		Form 89, Proceeding of a Pro -	B-1
Assignments and Professional	1-9	Motion Board	
Development			
Chaplains	1-10	Form 89 reverse, Proceeding of	B-2
		a Promotion Board	
Chapter 2		Annex C	
Administrative Instructions		Form 8, Promotion Board Eval-	C-1
Board Appointment	2-1	uation Form	

---

## Chapter 1 General

### 1-1. Purpose.

a. The Ohio Military Reserve (OHMR) promotion/appointment//branch transfer program is designed to:

(1) Provide sufficient qualified officers in each grade to sustain the needs of the Ohio Military Reserve.

(2) Maintain the integrity of the promotion system by providing for fair and equitable advancement of officers and eliminate substandard or marginal officers as early as feasible.

(3) Provide a proper promotion flow through various grades or ensure an energetic, highly-motivated Ohio Military Reserve with a high retention rate among top-quality officers.

b. Selection reflects the board's determination of the potential of an officer for continued outstanding service to the Ohio Military Reserve in the next higher grade. Review the officer's entire record to determine his/her potential for future performance. This determination must rest, for the most part, on the performance of duty in his/her specialty as reflected on the official record before the board.

c. The board must consider proficiency in performance without placing undue emphasis on the diversity of assignments or the level at which duties are performed. Current Ohio Military Reserve assignment philosophy is that all assignments are important assignments. The presence or absence of command or recent combat experience, for example, should not receive undue weight in the deliberation process.

d. The Ohio Military Reserve must maintain an officer corps of the highest possible quality. Selection boards, given their broad perspective of the officers under consideration, are one of the primary means through which the Army periodically reviews officers and carefully appraises each officer's performance.

### 1-2. Reference

a. OHMR Regulation 601-1, Appointment of Commissioned and Warrant Officers, dtd 01 Jul 04.

b. OHMR Regulation 624-2, Promotion of Officers, dtd,01 Jul 04.

### 1-3. Criteria for Selection.

a. In order to be eligible for consideration, an officer must meet all of the following criteria as indicated on the Ohio Military Reserve

Promotion Board Evaluation Form 8, dated Jun 04. See Annex C.

b. Because the selection process is inherently a product of the summary subjective evaluation of each officer's record by each board member, these indicators of potential may receive different relative weights in the minds of the respective board members. However, the board must place the greatest emphasis on an officer's more recent performance in his/her career field. Descriptions of these indicators of potential follow:

(1) Military Bearing and Physical Fitness. Evaluate the officer's fitness for duty considering the standards of OHMR R40-1, the guidance at paragraph 5 (below), and the officer's overall appearance. Review the official photograph when one is present, and the height and weight data on officer evaluation reports (OERs).

(2) Education and Professional Training.

(a) Evaluate the appropriateness and extent of training, to include military schooling, special skills qualifications, and other training.

(b) Completion of the minimum military education for promotion to the higher grade as established in Regulation 624-2.

(3) Civilian Education and Professional Training. Evaluate the appropriateness and amount of education the officer has obtained from civilian institutions. An officer's file must contain proof of, at a minimum, an associate degree, either in the form of a certified transcript or a certified copy of the diploma. The qualifying degree must have been awarded no later than the day prior to the convene date of the board.

(4) Assignment History and Professional Development. Evaluate the officer's assignment history or assess his/her professional development. Duty description information on OERs. However, the board must also carefully consider the personnel management guidance provided elsewhere in OHMR R623-3, Conducting Officer Promotion Boards, dtd 01 Jun 04.

(5) Record of Performance. Evaluate how well the officer performed in various assignments throughout his/her period of service. The board should determine whether the officer has performed his/her assigned duties with intelligence, creativity, and professional competence. Obtain this information from evaluation reports and other documents in the MPRJ or from other official documents that

OHMR R623-3 may authorize the board to review during its deliberations. Consider the following attributes as you review each record:

(a) Ability to Conceptualize, Teach-Coach, and Communicate. The capacity to create and maintain effective interpersonal relationships and to communicate both orally and in writing indicate an officer's ability to influence others, to lead, and to manage effectively. Select officers who can conceptualize the future, teach subordinates to improve themselves, and enhance unit achievement.

(b) Manner of Performance. Determine whether the officer has performed his/her assigned duties with intelligence, creativity, and professional competence. Assess trends in efficiency, up or down, as the officer gains experience and increased responsibility. Evaluate the officer's potential from the content of the reports available, rather than from the number of reports in the file.

(c) Professional Attributes and Ethics. Evaluate how well the officer fulfills his/her requirements to serve the State. This requires a summary evaluation of the officer's dedication, professional deportment, respect for fellow soldiers and the desire to excel. Review comments on evaluation reports, commendatory and disciplinary information, and professional certification entries. In weighing this factor, keep the following in mind:

(i) Integrity and Character. These attributes constitute the real foundation of successful leadership. Officers must set a positive example and demonstrate an unequivocal commitment to the values of the professional military ethics. Absolute integrity of word, deed, and signature is a matter that permits no compromise. An officer who has sacrificed his/her integrity has forfeited the respect and trust of those with whom he/she serves. Accordingly, each officer shoulders great responsibility of the establishment and observance of scrupulous and ethical and moral standards.

(ii) Attitude, Dedication, and Service. Pay particular attention to the selfless officer whose records reflects a consistent willingness to make personal sacrifices in order to accomplish his/her mission and to the bold and innovative officer who demonstrates a willingness to take calculated, but not indiscriminate, risks.

(iii) Concern for Soldiers and Families. Soldiers are the OHMR's most important resource. Select the officer who exhibits imagination in challenging subordinates; who

treats 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.

(iv) Versatility. The OHMR requires an unusual degree of versatility and competence in the life cycle development of officers. Officers are trainers and leaders in defining and shaping the complex task facing the Army of the future. For this reason, the officer corps must be composed of versatile officers to meet the demands of our new mission, doctrine, technologies, and force structure.

(6) Age. Age should not be a consideration in the selection process. Some officers maintain mental and physical energies that belie their chronological age, while other more youthful officers display relatively less stamina, vigor, and commitment.

#### 1-4. Officer Evaluation Reports.

a. The basic and most important documents in an officer's record is the OER.

b. Examine each OER closely to assess patterns of strengths and weaknesses over a period of time. Do not consider reports that contain civilian or sister service rating officials as less valuable and do not use such reports as a basis to distinguish between officers with similar records.

c. The OER emphasizes the duty description, includes a structured performance narrative, increases the role of the more senior officials in the rating chain, and provides a mechanism to track the variability of the senior raters. All aspects of the OER are significant. Among the features that merit particular attention are:

(1) The scope and degree of responsibility in terms of resources, people, facilities, and dollars managed as outlined in the duty description.

(2) Trends in professional competence, Part IV, viewed over a series of reports, as opposed to isolated instances.

(3) The rater's performance evaluation, with particular attention given to the narrative that deals with the specifics of performance (what the officer did and how well he/she did it).

(4) The rater's assessment of the officer's potential and the accompanying narrative comments that address the potential to serve in positions of greater responsibility.

(5) The senior rater's evaluation consisting of three distinct elements: The potential box check, signifying the rated officer's placement in the 100-officer model for his/her

grade grouping; the individual's senior rater profile, recording the senior rater's general rating tendency; and the senior rater's narrative comment. Elements of the senior rater's evaluation must be considered as one entity. Do not focus unduly on either potential box check or its relationship to the senior rater's profile as it may produce a distorted picture of the officer.

(a) The "center of mass" concept is the best method for interpreting the senior rate profile. The box(es) checked most frequently by the senior rater create a center of mass that may be compared to the box checked for the rated officer to determine if that officer is in, above, or below the center of mass of the senior rater's profile.

(b) The relative weight the board gives to the rated officer's potential rating, as indicated by his/her ranking in relation to the senior rater's center of mass, is dependent on both the senior rater's profile and narrative evaluation of the rater officer's potential.

(c) The narrative lends meaning and interpretation to other elements of the senior rater's evaluation, assesses the rated officer's potential for school or command, and may address specific aspects of performance.

1-5. Derogatory Information. The board must determine the weight to be given to derogatory information. The board must take care not to unduly penalize officers who have had early exposure to heavy responsibilities and the inherent opportunity to make mistakes through honest, but misguided, effort. OER's and other documents require careful consideration along with the type of assignment the officer has held. The board must make its recommendations based on an evaluation of the officer's entire record.

1-6. Physical Fitness and Weight Control. OHMR policy requires that every soldier be reasonably physically fit. Weight control and physical appearance are important indicators of physical fitness. Consider physical condition and compliance with the weight control policies in evaluating an officer's promotion potential.

1-7. Medical Profiles. Officers with certain medical profiles possess waivers for minor disabilities that do not interfere with career field/skill duties. These officer's continued active status indicates that they are medically qualified for assignment to any position commensurate with their grade, career field, skill,

and profile limitations. In case of doubt, the board should bring the matter to the attention of the recorder.

1-8. Marital Status and Employment or Volunteer Work of Spouses of Military Personnel. Board members are prohibited from considering the marital status of a military member or the employment, education, or volunteer service of a member's spouse in discharging their responsibilities for the board. In addition, the law requires that OER's not contain any information regarding the employment, education, or volunteer service activities of the member's spouse or reflect favorably or adversely on the individual based solely on the member's marital status. If any records under review by a board contain such prohibited information, board members must disregard it.

1-9. Assignments and Professional Development.

a. Command. Command assignments contribute significantly to an officer's professional development. At the same time, it must be realized that the number of command positions is more limited than other types of duty and is primarily a matter of assignment over which the individual has little control. In the OHMR, such assignments are further restricted by the distribution of units and the geographic availability of qualified personnel who may be assigned to those positions. For officers of the technical and administrative services, such positions are even more limited. For those officers who have not been afforded the opportunity to command, the board must weigh carefully other assignments and compare the degree of responsibility, managerial skill, and personal leadership with the same elements found in command assignments for the same grade.

b. Staff. Normal development of an officer's potential requires assignment to staff positions through his/her career at various levels. The indication of a successful staff assignment is a significant measure of an officer's ability and potential. All staff assignments should be judged by the officer's manner of duty performance and the requirements of the assignment.

1-10. Chaplains.

a. Particular attention should be given to the supervisory and leadership capabilities of the chaplains considered. The selected chaplains will be required to possess the leadership qualification that will allow them to supervise

chaplains from various denominations in a sensitive and professional manner.

b. The Chaplaincy benefits from the unique skills possessed by certain chaplains. These skills, sometimes highly specialized, may require the continuous assignment of a chaplain to similar positions. Chaplains selected for similar positions may not necessarily rotate on an alternating basis between troop and staff assignments. The fact that these chaplains have not rotated between troop and staff assignments does not mean that they should be considered as less qualified for leadership positions.

c. The OHMR is a multi-ethnic, multi-faith, and pluralistic environment. Therefore, chaplains must, while keeping with the tenets of their faith, minister to the various spiritual needs of soldiers who represent different religious denominations. Denominational diversity within the structure of the Chaplaincy contributes to mission accomplishment and fosters vitality within the Chaplaincy itself. Maintaining reasonable promotion opportunities for chaplains of diverse religious denominations is considered to enhance denominational diversity.

## Chapter 2

### Administrative Instructions

2-1. Board Appointment. The Commander, OHMR, or his designee, will appoint the promotion board and notify the members in writing. The board will convene for deliberation upon the call of the board president. Composition of the board must be in accordance with the guidelines found in OHMR R601-1 and 624-2. The DCSPER, or his designee, will furnish names and personnel records of the officers to be considered for promotion. The convening authority will assign a board recorder to provide administrative support to the board. Alternatively, one of the board members may serve as the recorder.

#### 2-2. Information Considered.

a. If discrepancies or apparent inconsistencies are noted in a record, the recorder will obtain the necessary additional information. Questions from board members regarding personnel records, eligibility of officers, and administrative procedures will be directed to the recorder who will obtain clarification or additional information from the proper authority. The board will not consider additional information, unless it is authorized under paragraph 2-2b below. The board will not have access to the restricted por-

tion of the Military Personnel Record Jacket (MPRJ) except under those circumstances described in paragraph 2d, below.

b. The board may not utilize unsolicited favorable or unfavorable information (personal knowledge) in its deliberations. In the event a board member has personal knowledge concerning an officer's performance or conduct that is not documented in the records provided to the board, and the board member feels the information is of great significance, the board member will present the information to the recorder. The recorder will request, in writing, from the Commander, OHMR, authority to release the information to the board. Unless authorized to do so by the Commander, OHMR, a board member will neither disclose nor discuss the information with any other board member, nor disclose or discuss the identity of the officer about whom the board member has given information to the board president under this procedure.

c. Board members may not discuss or disclose to the other members of the board the opinion of any person not a member of the board concerning an officer being considered unless that opinion is contained in material properly before the board as identified above.

#### 2-3. Reports.

a. All records of the board are subject to review and approval by The Adjutant General, State of Ohio

b. The board will forward the documents listed below to the State Adjutant General through the Senior Army Advisor (SRAA) for completion of those action(s) required by OHMR Regulations.

(1) OHMR Form 89, Proceedings of a OHMR Promotion Board, in duplicate.

(2) All copies of applications and allied papers.

c. Membership, instructions, and recommendations of the board shall remain "FOR OFFICIAL USE ONLY" until after public announcement has been made by proper authority. Board proceedings whether or not recorded, shall not be disclosed for any reason. Board members shall not discuss any action of the board with persons other than board members, except as may be directed by proper authority.

#### 2-4. Oath.

a. The following oath or affirmation shall be administered by the recorder to each member of the board:

"Do you, (The recorder shall identify each member by grade and name), solemnly swear (or

affirm) that you will, without prejudice or partiality, and having in view the special fitness of officers and the provisions of the OHMR Regulation 623-3, perform the duties imposed on you, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or nonselection of individual officers except to proper authority?"

(Each member of the board shall respond "I do").

b. The following oath or affirmation shall be administered to the recorder by the president of the board:

"Do you (The President shall identify the recorder(s) by grade and name.), solemnly swear (or affirm) that you will, keep a true record of the proceedings of this board, and further, that you will not divulge the proceedings or results thereof pertaining to the selection or nonselection of individual officers except to proper authority?"

(The recorder(s) of the board shall respond "I do".)

**ANNEX A (Sample Promotion Board Member Memorandum) to Regulation 623-3 (Conducting Officer Promotion Boards)**



REPLY TO  
ATTENTION OF

**OHIO MILITARY RESERVE**  
Headquarters  
Bldg. 863, Rickenbacker Airport  
Columbus, Ohio 43215



OHMR-XXX

XX Xxx XX

MEMORANDUM FOR PROMOTION BOARD MEMBERS

SUBJECT: Instructions for Conducting Promotion Boards

1. You have been appointed to serve as a member of the Promotion Board. See enclosure 1 for pertinent details.
2. The objective of the Board is to determine whether applicants for promotion meet the medical, moral, and professional qualifications to perform the duties of the grade and positions for which they are recommended.
3. A copy of OHMR Regulation 623-3, Conducting Officer Promotion Boards, dtd 01 Jun 04, is enclosed. It provides guidance to board members regarding the standards for recognizing the promotion, appointment, and branch transfer of Ohio Military Reserve members. It is also recommended that you familiarize yourself with OHMR R624-2, Promotion of Officers, dtd 01 Jul 04.
4. Questions concerning the correspondence may be directed to the Assistant Chief of Staff – G1.

Encl.

signature block

1. Promotion Board order
2. OHMR R623-3

SAMPLE



PROFESSIONAL QUALIFICATIONS (cont'd)

MILITARY KNOWLEDGE QUALIFICATIONS ARE SATISFACTORY  
 YES  NO

ABILITY QUALIFICATIONS ARE SATISFACTORY  
 YES  NO

NONMILITARY EDUCATIONAL QUALIFICATIONS ARE SATISFACTORY  
 YES  NO

CIVILIAN EXPERIENCE QUALIFICATIONS ARE SATISFACTORY  
 YES  NO

FINDINGS OF THE BOARD

THE BOARD FINDS THAT THE APPLICANT IS

PHYSICALLY  QUALIFIED

NOT QUALIFIED

GENERALLY  QUALIFIED

NOT QUALIFIED

MORALLY  QUALIFIED

NOT QUALIFIED

PROFESSIONALLY  QUALIFIED

NOT QUALIFIED

FOR THE APPOINTMENT SOUGHT, AND RECOMMENDS THAT HE/SHE BE

GRANTED

NOT GRANTED

STATE RECOGNITION.

DATE EXAMINATION COMPLETED

(SIGNATURE) \_\_\_\_\_

(PRINTED NAME) \_\_\_\_\_

(Recorder/Member)

(President)

ENCLOSURES

SAMPLE

(Member)

(Member)

(Member)

**ANNEX C (Form 8, Promotion Board Evaluation Form) to Regulation 623-3 (Conducting Officer Promotion Boards)**

**PROMOTION BOARD  
EVALUATION FORM**

NAME: \_\_\_\_\_

RANK: \_\_\_\_\_

CURRENT POSITION: \_\_\_\_\_

POSITION/RANK BEING CONSIDERED: \_\_\_\_\_

**PERFORMANCE IN PAST AND CURRENT OPERATIONAL ASSIGNMENTS**

EVALUATION IS COMBINATION OF OBJECTIVE AND SUBJECTIVE CRITERIA.  
EVALUATE ON A 1 TO 5 SCALE WITH 5 BEING HIGHEST, 1 BEING LOWEST.

CRITERIA	EVALUATION				
	1	2	3	4	5
CHARACTER VALUES					
LEADERSHIP ATTRIBUTES					
LEADERSHIP COMPETENCE					
LEADERSHIP ACTIONS: INFLUENCING					
OPERATING					
IMPROVING					
SELF IMPROVEMENT					
CIVILIAN EDUCATION					
MILITARY EDUCATION					

**POTENTIAL FOR PUTURE PROMOTION/ASSIGNMENTS AND GREATER RESPONSIBILITY**

EVALUATION IS COMBINATION OF OBJECTIVE AND SUBJECTIVE CRITERIA.  
EVALUATE ON A 1 TO 5 SCALE WITH 5 BEING HIGHEST, 1 BEING LOWEST.

CRITERIA	EVALUATION				
	1	2	3	4	5
VALUES					
PROFESSIONALISM					
LEADERSHIP					
DECISION MAKING					

**PROMOTION BOARD  
EVALUATION FORM (cont'd)**

CRITERIA	EVALUATION				
	#1	#2	#3	#4	#5
PROFESSIONAL COMPETENCE					
OPERATIONAL KNOWLEDGE					
TECHNICAL KNOWLEDGE					
PLANNING					
COMMUNICATIONS					

SUB TOTALS					
------------	--	--	--	--	--

GRAND TOTAL		A MINIMUM OF 49 POINTS REQUIRED FOR PROMOTION.			
-------------	--	--	--	--	--

ANY RATINGS OF 1 OR 5 MUST HAVE COMMENT	
	SAMPLE

OVERALL EVALUATION	
PROMOTE AHEAD OF CONTEMPORARIES	
PROMOTE WITH CONTEMPORARIES	
DO NOT PROMOTE	