

**NAVY HUMAN RESOURCES**

**COMMUNITY**

**RESERVE COMPONENT**

**OFFICER GUIDE**



November 2013

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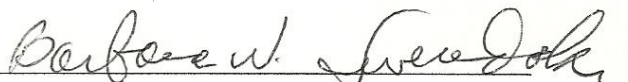
## FOREWORD

Welcome to the Human Resources Community. By your selection as a Reserve Component (RC) Human Resources (HR) Officer, you have already passed one of the toughest tests – admission to the HR Community. Excellent qualifications got you here; superior performance will carry you forward.

This Guide is presented as an overview of items currently considered to be important to your development as a career Reserve Human Resources Officer. The tools and resources available to today's Reserve HR Officer are well-honed and substantial. This guide should be considered a starting point for your understanding of the principles and practices that comprise a successful career, and hopefully, we have presented enough basic information and links to get you started on that path.

Although mobilization readiness is the primary goal of every Reserve Component Officer, mobilization readiness and career planning are sufficiently disparate topics as to warrant separate discussion. This guide focuses primarily upon career development. The topic of mobilization readiness is beyond the scope of this guide and adequately covered in other resources.

Suggestions, comments, and recommendations pertaining to this publication are welcome. To submit items please contact the HR Reserve Officer Community Manager at (901) 874-3291. Again, welcome aboard!



B. W. SWEREDOSKI

RDML            USNR

## RECORD OF CHANGES

DATE	SUMMARY OF CHANGE
Nov 2013	Original

# CHAPTER 1

## JOINING THE RESERVE HUMAN RESOURCES OFFICER COMMUNITY

### 1. Selected Reservist (SELRES) Overview

The Human Resources (HR) Community Reserve Program is established under the cognizance of Human Resources Officer Community and Commander, Navy Reserve Forces Command. The Reserve HR Officer's ultimate responsibility is to be ready for recall to active duty and deployment (mobilization). An officer is considered to be mobilization ready when they have met minimum training, medical, physical, administrative qualifications and are fully capable of performing the duties and functions of their assigned mobilization billet. Billets for Reserve HR Officers exist in units throughout the Navy Reserve Forces as well as units associated with Joint commands. Also, Reserve HR Officers are expected to provide operational support to their Reserve Units during drill weekends and while on annual two-week Annual Training (AT) periods, which may require travel to non-local work locations. There may also be opportunities to flex drill, which allows Reserve HR Officers to perform drills with their units or supported commands during the standard workweek as well.

### 2. Paths to Affiliation

There are three primary paths to affiliating in the Reserve HR Program:

- a. The Navy Veteran (NAVET) program allows Active Component HR Officers leaving active duty to affiliate through Career Transition Office (CTO) within 90 days of separation from active duty, or a Navy Recruiter while a member of the Individual Ready Reserve (IRR).
- b. The Direct Commission Officer (DCO) program enables exceptional prior enlisted Sailors, other armed forces enlisted personnel, and qualified civilians the opportunity to affiliate with the Navy Reserve and become Human Resources Officers.
- c. The Interservice Transfer program allows other armed forces officers currently in a Reserve status the opportunity to affiliate with the Navy Reserve and become Human Resources Officers.
- d. Appointment/Reappointment enables officers who previously held a commission in the Navy or Navy Reserve and have been discharged for less than three years the opportunity to request an Appointment/Reappointment in the HR community.
- e. Change of Designator provides the opportunity for officers from other Reserve officer communities to change their designator and affiliate in the HR community.

### 3. Application Process for Navy Veterans

Officers leaving active duty who have been approved for resignation and have indicated an interest in the Navy Reserve will be contacted by a Transition Assistant (TA) from the Career Transition Office (CTO) prior to separation. The TA will help facilitate an officer's affiliation with a Reserve Unit at a local Navy Operational Support Center (NOSC). In addition, the TA will coordinate all affiliation paperwork including billet assignment, Reserve Officer appointment/oath, sponsor assignment, and answer all questions concerning the Navy Reserve. The CTO will make your "transition" as smooth as possible by eliminating unnecessary paperwork and streamlining the affiliation process.

Officers who have been off active duty for greater than 90 days will need to [contact a Navy Recruiter](#).

Benefits as of the date of this publication include:

- a. Mobilization Deferment – Navy Veterans (NAVETs) who affiliate with the Navy Reserve:
  - 1) Within 6 months of release from active duty, NAVETs receive a 2-year "involuntary" mobilization deferment.
  - 2) Within 7-12 months of release from active duty, NAVETs receive a 1-year "involuntary" mobilization deferment.
  - 3) However, officers may "volunteer" for mobilization at any time during the deferment period.
- b. Non-regular (Reserve) Retirement
- c. Health and Dental Insurance with [TRICARE Reserve Select \(TRS\)](#) or [TAMP \(TA-180\)](#)
- d. [Life Insurance](#)
- e. [Employment and Reemployment Rights](#) guaranteed by the Uniformed Services Employment and Reemployment Rights Act (USERRA)
- f. Education:
  - 1) [Montgomery GI Bill - Selected Reserve](#) - Reservists can qualify for the Montgomery GI Bill- Selected Reserve, a no-pay program
  - 2) [POST 9-11 GI Bill](#)
  - 3) [Navy War College](#)
  - 4) [Navy Credentialing Opportunities On-Line \(COOL\)](#)
  - 5) [DANTES Examination Programs](#)
  - 6) [Reserve Educational Assistance Program \(REAP\)](#)
  - 7) [Navy College Program](#)
  - 8) [Navy E-Learning](#)
  - 9) [Tuition Assistance](#)
  - 10) [Troops to Teachers](#)

Officers currently serving on active duty, who desire to affiliate with the Navy Reserve, or need more information about Navy Reserve programs and opportunities, should contact the CTO at (901) 874-4192 or [cto.officer@navy.mil](mailto:cto.officer@navy.mil), or visit their [website](#). Another source of information is the HR Regional Captains in your area, who can discuss HR professional opportunities that are available. The contact information for each of the twelve HR Regions is provided on the HR detailing website under HR leadership. Each HR Region also has an assigned Reserve Deputy Regional Captain, who is the Reserve point of contact in that region for any HR-related questions, advice, or issues.

#### **4. Application Process for Direct Commissioned Officers (DCO)**

The HR Reserve Component DCO Program provides an opportunity for Reserve enlisted personnel on inactive duty and civilians with or without prior military experience to receive commissions in the HR Reserve Community. The term “inactive” in this context means “not on active duty.” Inactive duty entails performing weekend drills and annual two-week Annual Training (AT) periods. After completion of required training, DCOs will fill key Junior Officer (JO) billets in Navy Reserve units across the country. The DCO program is extremely competitive. Successful candidates:

- a.** Possess a baccalaureate degree. All applicants must possess a bachelor's degree from a regionally accredited institution, preferably in a HR-related degree field (HR management, operations analysis, manpower system analysis, business administration, organizational management, financial management, etc.)
- b.** Often have a Master's degree,
- c.** Have solid HR-related occupational backgrounds or have demonstrated sound leadership qualities/potential,
- d.** Preferably have a current HR certification, such as a Professional of Human Resources (PHR), Senior Professional of Human Resources (SPHR), or Global Professional of Human Resources (GPHR),
- e.** Have good to high college GPAs,
- f.** Possess a quantifiable record of leadership or management experience,
- g.** Often have prior enlisted or other armed forces experience, and
- h.** Receive strong HR endorsements and/or panel interviews, with at least two interviews from current HR Officers (O-5 and above).

Selectees are commissioned as Ensigns (O-1) and are required to complete the Direct Commission Officer Indoctrination Course (two-week period of Annual Training) within one

year of commissioning and the HR Introductory Course within three years of commissioning. Selectees for the DCO Program will be assigned to Navy Reserve units across the country. DCOs are required to perform monthly drills with their assigned Reserve unit and an annual two-week Annual Training (AT) period, but are not authorized to perform Active Duty Other than Training (ADOT) for greater than 60 days until they have met the basic training requirements delineated above.

Interested applicants should [contact a Navy Recruiter](#) or their local HR Regional Captain for additional information.

### **5. Application Process for Interservice Transfers (IST)**

Officers from other services such as the Army Reserve, Air Force Reserve, Marine Corps Reserve, National Guard, and Coast Guard Reserve are potentially eligible for the Interservice Transfer Program. This program provides officers who are interested in becoming Navy Reserve Human Resources Officers with an avenue to receive a Navy Reserve commission. Interested officers should [contact a Navy Recruiter](#) to apply for an Interservice Transfer.

### **6. Application Process for Reappointment**

Formerly commissioned Navy and Navy Reserve Officers discharged for less than three years may request an appointment/reappointment in the Navy Reserve, per [MILPERMAN 1131-040](#). Requests must be sent to Navy Personnel Command (PERS-911C), via a Navy Recruiter

### **7. Application Process for Change of Designator**

Reserve Officers from other communities are potentially eligible for a change of designator. Procedures for requesting a change of designator are provided in Chapter 9 of [BUPERSINST 1001.39F](#) and [MILPERSMAN 1212-010](#) and [1212-020](#). Requests should be submitted to PERS-911C via the officer's Reserve chain of command to include the Reserve Unit Commanding Officer.



## **CHAPTER 2**

### **PLANNING FOR A SUCCESSFUL NAVY HUMAN RESOURCES OFFICER RESERVE CAREER**

#### **1. Introduction**

The purpose of this chapter is to provide Navy Reserve Human Resources Officers with basic information upon which to plan and evaluate their Navy careers and to aid senior officers in counseling junior officers. This chapter is organized to provide a logical approach to career development and is applicable to all Reserve HR Officers.

#### **2. It's Your Career**

One common theme remains unchanged - each Reservist is ultimately responsible for managing his or her own career. This means developing and outlining a time-phased plan to show what you would like to accomplish over the next 5-8 years. This plan should be a dynamic one, which is reviewed and updated periodically. Lack of billet vacancies, new opportunities and other circumstances will necessitate revision; but, without a plan or without a reference, your career is left to chance, and the satisfaction and advancement you seek from your career may not be attained.

Obviously, such a plan cannot be effective without guidance or mentorship.

COMMUNICATION is necessary to find the billets and opportunities you seek. Each Reservist should make their intentions known to their Unit CO and HR mentor. The HR Regional Captains, Deputy Reserve Regional Captains, and HR mentors are the best full-time sources for billet and career advice for officers. The primary mechanisms for requesting or transferring to a particular billet is via Junior Officer APPLY (JOAPPLY) and the National Command and Senior Officer (O-5/O-6) Non-Command Billet Screening and Assignment (APPLY) Board web-based programs. JOAPPLY is covered in section 10 of this chapter. The APPLY Board is covered in section 11. Other sources include counseling sessions and informal communications with senior Reserve HR Officers. The importance of your involvement cannot be overemphasized. The HR Regional Captain can assist you further in finding billets and in guiding you to other senior Reserve HR Officers who can give you advice. The HR Reserve Officer Community Manager can assist you with general career advice, record management, and promotion board information.

Junior Officers are encouraged to seek the advice and counsel of senior Reserve HR Officers on a regular basis. These officers have “been there, done that,” so learn from their mistakes (which

most are more than willing to share) and successes. Most senior officers will admit that the mentoring they received as junior officers from more senior officers was critical to the management and success of their careers.

### **3. Seek Out Challenging Assignments**

Within a unit or program, continually strive for increased levels of responsibility. For example, you might start out as the Assistant Administrative Officer in a Unit, then “fleet-up” to become the Administrative Officer, or move over to increasingly challenging positions in the Training Department during the same tour. In future tours, you would want to seek out opportunities as Department Head, Executive Officer, and Commanding Officer. Take advantage of your time in “assistant” roles to learn all you can about how to run a Reserve Unit. The skills you develop here will be critical as you move on to unit positions with increased responsibility and more technical mobilization billets. Joint tours and experience at strategic, operational, and tactical levels also expand your capacity to serve in senior grades.

If an officer's record contains multiple or consecutive tours in a particular unit, it should not be viewed negatively by a selection board, provided the officer has progressed in billet complexity, professional development, and leadership responsibility. However, you may want to avoid putting yourself in this position, even if it means traveling some distance to a new unit. Another consideration is to avoid spending too much time away from mainstream assignments (i.e., Reserve units with several HR billets). These units are normally run by senior HR Officers and offer junior officers valuable mentoring opportunities. From a promotion/billet assignment board perspective, these units also offer opportunities to be competitively ranked with your peers and to have a senior HR Officer sign your fitness report (FITREP). A common misconception is that individuals must wait until they have reached the rank of Commander (O-5) in order to submit for CO or XO billets. The primary mechanism for submission to be considered in the annual APPLY selection board process is via the APPLY web-based program that is discussed further in section 11.

It is important to note that not all billets will be locally assigned to the closest Navy Operational Support Center (NOSC) to your home of record. Therefore, especially at the more junior ranks, you will likely be “cross-assigned” to your billet. If your billet is not locally assigned, then you will be “cross-assigned out” (CAO) from your drilling location/unit and “cross-assigned in” (CAI) to your billets’ location/unit. If you are cross-assigned, then it is imperative that you communicate with the leaders of both your drilling unit and the unit to which your billet is assigned. This will allow you to maintain mobilization readiness and provide operational

support to your supported command. If you do not have a billet, then you are considered to be “In-Assignment Processing (IAP),” which is a temporary status until you obtain a billet.

#### **4. Seek Some Career Breadth, but...**

Reserve mobilization billets generally have certain technical and training requirements. One should not hesitate to become an expert in a particular area. However, by the time an officer rises to a senior rank and position, he/she should have considerable technical knowledge, a broad management perspective, and training in specialized areas. You should acquire such array in the normal billet progression, but do not overlook the opportunity now and then to “try something different” to ensure a broader perspective. The ability to lead, counsel, manage, and guide people from diverse backgrounds to achieve a common objective will be most important, particularly at senior levels. At all levels, you should focus on developing your leadership style and skills. Demonstrated leadership ability is **critical** to selection for command and help to ensure successful CO/XO officer tours.

The broad career path within the Reserve HR Officer Community offers a variety of challenges. These are several aspects to consider:

- a.** Billets: The HR community billets are spread throughout the Navy and at every Echelon level. Billet management can help an individual establish himself/herself in a particular core competency (which will be discussed further in [Chapter 3](#)) or spread throughout all HR core competency areas.
- b.** Leadership Opportunities: These include leadership billets such as Commanding Officer, Executive Officer and Department Head in units under the aforementioned commands. Some O-6 Commanding Officer billets provide the opportunity for cross-slating and enable officers to demonstrate leadership outside of their respective community.
- c.** Staff: Successful tours at Major Navy staffs and Joint agencies are considered valuable achievements for career progression.

A key point to remember, Lieutenant Commanders (O-4) should also seek unit leadership opportunities (e.g., Officer in Charge, Executive Officer, Department Head, Division Officer, etc.). Unit leadership experience is crucial for progressive professional development.

## **5. Annual Training (AT)**

When planning your AT period, talk to your Reserve Unit CO first! Your supported command has “first right of refusal,” since they pay the bill for your travel and pay. However, do not limit yourself to only your supported command. While performing AT at the supported command is recognized as essential to becoming qualified in your mobilization billet, you should also consider applying for:

- a. War/Staff College courses,
- b. Leadership training courses,
- c. Operational Exercises, while serving in an HR capacity (e.g., Manpower Planner during a joint or fleet exercise)
- d. Selection board duty (recorder for junior officers), or
- e. Opportunities outside your “comfort zone” for rounding.

Please note that the above opportunities may also be funded with Active Duty for Training (ADT) funds, depending on the length of the requirement and whether you have already obligated your allocated AT days for the fiscal year. You should consult with your HR mentor or Unit CO should you have order funding questions. Also, all of these opportunities should be considered only after you have attained basic HR qualification and full mobilization readiness. *A good rule of thumb to follow is to request AT away from your supported command once every three to four years.* Supported commands understand the need for personal and professional development and will, in most cases, support you as much as you support them.

Professional training may be gained on Active Duty for Training (ADT), which may be available after completing your regular AT. ADT may be used for training that is specific to your current billet or simply to gain skills for the future.

## **6. Navy Operational Support...“Above and Beyond”**

Do not limit your dedication to the Navy Reserve to just drill weekends. Navy Reserve units have a limited number of hours to spend together each month and those hours are generally dedicated to training and mobilization readiness. Accordingly, Commanding Officers appreciate having officers who provide support outside of the drill weekend, work on special projects and perform administrative matters on their off-duty time, and periodically attend supported command functions. However, as you progress to higher ranks or take on positions of greater responsibility, performance of greater amounts of work outside of the normal drill weekend hours does become more expected and even the norm.

## **7. Personal & Professional Development Opportunities**

Without question, success in the Navy Reserve requires more than just attending paid drill periods. Facing constant challenges, changing technologies, and a dynamic environment, officers must pursue ongoing personal and professional development to succeed and grow. It is crucial that officers continue to strengthen and enhance their core competencies, broaden their perspectives, and strengthen their performance as part of a planned, well-rounded career progression.

Make yourself known and recognized by becoming involved in Navy or Human Resources Community specific activities outside of your weekend drills. Certain support such as staff meetings, workshops, conferences, and seminars should be considered. Additionally, avenues to pursue continuing education and additional professional certifications are professionally and personally rewarding, and are strongly recommended.

## **8. Officer FITREP Input**

All officers are expected to know how to write enlisted performance evaluations (EVALs) and officer fitness reports (FITREPs). Accordingly, all officers should become intimately familiar with the Navy Performance Evaluation System Manual, [BUPERS Instruction 1610.10 series](#). There are many essays and presentations available on what comprises a quality FITREP. The best insight can be gained when you volunteer for an Administrative or Selection Promotion Board, as you see first-hand which language can make a difference in your FITREP. There are also a few well-known references, “Naval Institute Guide to Naval Writing” and “Navy Writer” which may be useful.

The importance of your FITREP to your career cannot be overstated. These documents comprise the primary paper record of your performance, which will be reviewed time and time again at every promotion and APPLY selection board. There is no more important document to a successful career. In response to a request from your reporting senior for FITREP input, you should prepare and provide a notional block 41 (Comments section) of your own fitness report. Take this responsibility seriously. The input should be crafted to present a positive and realistic assessment of your accomplishments in accordance with FITREP input guidance provided by your Reporting Senior. More often than not, the quality of an officer’s final FITREP is directly proportional to the quality of the input provided by that officer. Reporting Seniors will also use the quality of your input as an indicator of your ability to report on others.

## **9. Networking and Other Opportunities to Participate**

To learn about billet vacancies and other opportunities, it is very helpful to network. Get to know the other HR Officers in your region. The opportunity to share experiences will allow you to take advantage of the experience of other officers and may provide a helpful contact at a later time when you need information about a project, changes in Reserve billet assignments, or other aspects of your career. In addition to normal drill periods, networking can be accomplished at social events and at HR conferences, workshops, and other similar occasions.

Community training seminars also provide an excellent way to network with other Reservists. You should not miss the opportunity to attend these or other symposiums or workshops, especially when one is held in your region. The Human Resources Center of Excellence (HRCOE) at the Naval Postgraduate School in Monterey, CA, sponsors the HR Introductory, Intermediate, and Advance Courses, which focus on foundational knowledge at each level of an HR Officer's career. The courses are facilitated in a casual atmosphere with a host of speakers, discussing HR topics pertinent to Officers' career development. This forum provides excellent opportunities to network with fellow HR Officers, both on active duty and in the Navy Reserve, across all regions. Ensure you are aware of upcoming course opportunities. Helping to organize these events and/or participate in presenting the programs are excellent ways to learn more about the Human Resources Community.

From time to time, there may be other projects for which HR Regional Captains or other organizations seek assistance. Such projects may require a significant commitment of time outside of drill periods. If possible, try to make the commitment, as these projects provide opportunities to demonstrate responsibility and reliability that will benefit you in seeking future leadership opportunities.

## **10. Junior Officer Detailing (JOAPPLY)**

JOAPPLY was designed to aid Navy Operational Support Centers (NOSCs) and Supported Commands in the proper placement of their junior officers (O-4 and junior). JOAPPLY assists junior officers in their career development by affording them visibility into career opportunities and available assignments. This billet application process is processed on-line and is accessible through the private side of the [Navy Reserve website](#). Login and select the "Applications" menu and then select "APPLY." Once on that webpage, scroll down the page to the section listed as "Junior Officer APPLY Information." Applicants have the ability to conduct billet searches, view billet details, and input up to three billet requests each month. Reserve officers within ranks of Lieutenant Commander (O-4) and below are eligible to apply for Non-Command vacant

billets as well as those in which the incumbent has a projected rotation date (PRD) within the next 90 days. Junior officers are also encouraged to apply for Command billets via the APPLY process. In order to apply for billets in JOAPPLY, individuals must be within one of the following categories:

- a. In-Assignment Processing (IAP)**
- b. In a billet and within 3 months of their PRD**
- c. In a billet with an expired PRD**

**\*\* Note:** Officers who are IAP for over 90 days or with an expired PRD over 90 days may be subject to assignment orders initiated by Commander, Navy Reserve Forces Command (CNRFC) N12.

The PRD is significant as it establishes stability for both the individual and the command and also provides a window to plan accordingly for future leadership opportunities and career progression. If an applicant is mobilized, they need to ensure their PRD is extended for up to six months after they are scheduled to return from mobilization. Valid reasons for applying for a billet outside your PRD include: unit disestablishment, geographic relocation, and transfer within current NOSC or unit to a unit with manning issues (must have concurrence from losing and gaining Unit Commanding Officers). Additionally, applicants also have the ability to input comments on “Dream Sheets.” These should be restricted to comments you feel the program manager and the assignment authority should know in order to make an informed decision concerning your application.

Operational Support Officers (OSOs) and Unit Commanding Officers have the ability to review vacancies and input comments into the system concerning billets under their cognizance.

CNRFC N12 Assignment Coordinators will be able to view billet requirements, OSO, Unit CO, and applicant comments. The Assignment Coordinator, after viewing all of the applicable data, will select and assign the officer to a valid billet. CNRFC N12 serves as the assignment approval authority. Orders will be generated via Inactive Duty Training (IDT) Order Writer and all junior officers who applied for the billet that were not selected will receive an e-mail notifying them the billet is no longer available for assignment. Officers should contact their Unit Commanding Officer and HR mentor for guidance prior to submitting billet preferences.

## **11. Seeking Command Opportunities**

Seek out command early and often in your career. Selection boards consider this milestone a critical discriminator, particularly for O-5 and O-6 Selection Promotion Boards. Although all O-5 and O-6 billets are awarded through the Navy Reserve APPLY Board, Commanding Officer (CO)/Officer in Charge (OIC)/Executive Officer (XO) billets may also be awarded to Lieutenant Commanders (O-4). If you are interested in applying for billets subject to the APPLY Board process, you may want to let your Commanding Officer know and seek his/her support and advice since they were obviously successful in the process. The application process is handled on-line through the APPLY program accessible through the [Navy Reserve website](#). Login, select “Applications” menu and then select “APPLY.” Once on that webpage, scroll down the page to the section that relates to the particular fiscal year of the board in which you are interested to find specific information. It is also helpful to call the billet incumbent to learn more about the unit, command requirements and responsibilities, and the time required to properly perform the job. COMNAVRESFORNOTE 5400 (found at the "APPLY" site listed above) promulgates guidance on the APPLY application process for the upcoming fiscal year (APPLY additionally discussed in [Chapter 5](#), Section 6). Note: Completion of Joint Professional Military Education Phase I (JPME I) increases your competitiveness for APPLY billets. See [Chapter 3](#), Section 6a for more information on JPME.

Being a CO will require extra time beyond normal drill periods and may require you to incur non-reimbursed expenses (e.g., long distance phone calls and travel expenses). If you are not willing or able to make the commitment, you should not apply.

If you apply for a CO billet and are not selected the first time, do not be discouraged. The selection process is very competitive and continuing to apply will demonstrate your interest while you continue to develop your record and professional reputation. Service as an XO will also help by allowing you to demonstrate the ability to manage and lead.

## **12. Participation in Outside Organizations**

Membership in outside organizations is not required for a successful career; however, outside organizations can provide you with helpful information, important contacts, and useful services. The Naval Reserve Association, Reserve Officers Association, and Military Officers Association of America monitor legislation that may affect your career, pay and benefits and periodically publish information that may be of interest to you as a Navy Reserve Officer. The Navy League of the United States educates its members and the community about the Navy's mission and generates support for the Navy in local communities. The Naval Order is dedicated to preserving



the history and traditions of the Navy. Involvement in outside organizations, such as these, enhances your diversity and experience, and offers more opportunities to demonstrate leadership and participate in community affairs. You will also find many retired and senior HR Officers in these organizations, some who may be able to help you manage your career.

### **13. Mentorship**

Mentorship is a key component of the development of any career. Mentoring is a three-way beneficial process which provides important benefits to the mentor, protégé, and the organization. Adopting a mentor can be extremely beneficial for officers looking to advance in their careers and gain great insight on improving skills and networking opportunities. The importance of junior officers developing relationships with more senior officers cannot be overstated. These relationships help facilitate the “passing on” of corporate knowledge. As the HR community works in a collaborative environment, it is also important for officers to develop relationships with their peers and colleagues. Talk to your HR Regional Captain to find a local senior officer who may be a candidate to be your mentor. More likely, however, you will find a career mentor in an HR Region simply through the process of attending drill periods and annual training. A mentor should not be in your direct chain of command. Senior “shipmates” make the best mentors. When attending HR functions, introduce yourself to the senior officers present and make it a point to meet key HR Officers such as the HR Regional Captains.

### **14. Continuum of Service**

The continuum of service allows Sailors to serve a career in the Navy, while changing status to accommodate flexibility in balancing Navy requirements, civilian employment, and family. As a new accession to the Reserve HR Community, you will initially serve in the Selected Reserve (SELRES), which is a sub-component of the Ready Reserve. At a minimum, this status allows you to perform paid drill periods and your 2-week Annual Training. You will also have the opportunity to volunteer for longer periods of active duty, such as: Active Duty for Training (ADT), mobilization, Active Duty for Special Work (ADSW), or definite or indefinite recalls to active duty.

Occasionally, demands of civilian employment or personal situations may require a temporary “break” from the rigors of Reserve duty. Depending on the situation and career timing, some Reservists may choose to transfer to the Individual Ready Reserve (IRR), which does not require a drilling commitment. Other Reservists may choose to join the Voluntary Training Unit (VTU), in which a Reservist can continue to drill without an Annual Training commitment, but without pay. The decision to transfer to the IRR or VTU can have career implications and impact

promotion opportunity, so you should carefully consider your options and consult your HR mentor if you are having trouble balancing your Reserve commitment with your civilian employment or family life.

## **15. Websites**

Officers can gain direct access to information via the internet. Much of the information and topics covered in this publication can be found on the internet. Some recommended sites are:

- a. United States Navy Homepage: <http://www.navy.mil>
- b. NPC Homepage: <http://www.public.navy.mil/bupers-npc/pages/default.aspx>
- c. Navy Knowledge Online (NKO): <http://www.nko.navy.mil>
- d. Navy Reserve Homepage: <https://private.navyreserve.navy.mil>
- e. HR Community of Interest Homepage:  
<https://private.navyreserve.navy.mil/coi/hr/SitePages/Home.aspx>
- f. Facebook: <https://www.facebook.com/#!/groups/NavyTFHR/>
- g. LinkedIn: [http://www.linkedin.com/groups?gid=3992985&trk=myg\\_ugrp\\_ovr](http://www.linkedin.com/groups?gid=3992985&trk=myg_ugrp_ovr)

## **CHAPTER 3**

### **TRAINING AND CAREER DEVELOPMENT**

#### **1. Career Development**

Since HR Reserve Officers are now required to apply for billets through the APPLY board process or through JOAPPLY, this makes networking and mentoring extremely important early in your career. Reserve Officers are afforded greater flexibility in tailoring a career path that meets personal goals while still meeting needs of the Navy and civilian career commitments. The following are the core competency areas available within the Reserve Component HR community:

- a.** Requirements
- b.** Management
- c.** Development
- d.** Recruiting

These competency areas are discussed only for general career guidance regarding the types of billets available to the Reserve community. No officer should limit themselves to a single competency area. Within each area, there are numerous programs, opportunities, commands, units and billets available that offer interesting and challenging assignments and the potential for career development and growth. Officers need to have some familiarity with Reserve programs and organizations early in their careers, so they can make informed career decisions. Some commands prefer officers to have experience within the ranks of their organization in order to be eligible for leadership positions. Reserve Officers should consider their career objectives and then contact their HR mentor to determine billet opportunities.

The following four factors should be the primary focus of all HR Reserve Officers:

- a.** Top performance in jobs of increasing responsibility,
- b.** Breakout in competition,
- c.** Some diversity of assignments, and
- d.** Meeting leadership and professional education requirements.

## **2. Career Progression**

Officers should consider HR Reserve careers as a long stroll rather than a short sprint. You should seek positions of increasing responsibility and strive to do well in each billet. The following guidelines will enable you to pursue a variety of interesting and challenging assignments and remain competitive for promotion:

- a.** Any time prior to being in zone for promotion to Lieutenant Commander (a concept we shall discuss later):
  - 1) DCOs: Develop core competencies in operational areas; attend the HR Introductory Course; seek small unit leadership positions.
  - 2) NAVETs: Affiliate and actively participate in the Navy Reserve, expand core competencies over various career paths with increasing levels of responsibility; seek unit leadership positions.
  - 3) Changes of Designator: Develop core competencies in operational areas; attend the HR Introductory Course; seek unit leadership positions.
  - 4) All: Acquire special qualifications (e.g., Additional Qualification Designations (AQDs), Subspecialty codes, JPME I and notional continuing education).
  
- b.** Any time prior to being in zone for promotion to Commander:
  - 1) Pursue at least one operational/joint tour.
  - 2) Obtain a Master's Degree that is preferably associated with HR career paths (strongly encouraged).
  - 3) Pursue a tough, visible tour on a Major Staff, Combatant Command or Joint unit or serve as a CO or XO.
  - 4) Acquire special qualifications (e.g., AQDs, Subspecialty codes, JPME I, professional HR certifications, continuing education, and HR Intermediate Course).
  
- c.** Any time prior to being in zone for promotion to Captain:
  - 1) Demonstrate the ability to lead and direct people and organizations in the tough, highly visible and challenging environments within which our Commanders operate.
  - 2) Develop your professional reputation and some diversity of assignments.
  - 3) Assume command.
  - 4) Acquire special qualifications (e.g., AQDs, JPME Phase II or Advanced JPME, Joint Qualified Officer (JQO), and HR Advanced Course).

Note: Mobilization, Active Duty for Special Work (ADSW), Recall, or any type of extended active duty opportunities – can be very rewarding at any level. However, back-to-back extended active duty orders may limit hard breakouts on FITREPS.

### **3. Navy Officer Billet Classification (NOBC) Codes**

NOBC codes classify the type of work performed in a given billet or assignment. Your NOBCs show on your Officer Summary Record (discussed in [Chapter 4](#), Section 3) and are considered when you are being evaluated for promotions. The Manual of Navy Officer Manpower and Personnel Classifications (NOOCS Manual), NAVPERS 15839I Volume I and Navy Personnel Command (PERS-9) submission guidance are on the [NPC website](#). NOBCs may be earned in three ways:

- a. While on duty in the Active Component, NOBCs are automatically posted to the officers' record after completion of their tour. Active duty billets are coded for NOBCs by the Navy Manpower Analysis Center (NAVMAC).
- b. For Selected Reserve (SELRES) Officers, NOBCs are automatically attained through Reserve participation in billets for 18 months. They may also be attained through completion of at least five months of Active Duty (e.g. ADT, ADSW or Mobilization), and such requests will be evaluated by Navy Personnel Command (PERS-91).
- c. NOBCs may also be assigned based on civilian occupational experience/education evaluated and certified by Navy Personnel Command (PERS-91).

Beginning November 2012, officers who have completed 18 months in their assigned billet will have the appropriate NOBC code reflected automatically in their Officer Summary Record (OSR). NOBCs earned through Reserve participation other than the 18 month automation criteria that are equivalent to at least 48 days of support (72 IDT/IDTT periods and at least 12 days of AT), at least five months of Active Duty, or civilian occupational experience must be requested on an individual basis via PERS-91.

### **4. Additional Qualification Designations (AQD)**

Additional Qualification Designations (AQDs) document Navy-valued special skills and are reflected on Officer Summary Records and may be used as discriminators by selection boards or during the assignment process. The most common AQDs are community and warfare qualifications. Some billets require prior attainment of certain AQDs, as those skill sets are

required to perform the work in those billets. A list of all AQDs can be found in Volume I, [Part D](#) of the Navy Officer Manpower and Personnel Classifications Manual ([NAVPERS 158391](#)).

**5. Navy Reserve Unit Management (NRUM) Course** is five days in length and targets Unit or projected Unit Commanding Officers. The course develops the basic professional, managerial, administration, and leadership knowledge to prepare them to lead all aspects of an effective and efficient Reserve Unit at the Echelon V and VI Command level. Quotas may be obtained from the Navy Reserve Professional Development Center located in New Orleans, LA, or through the Training Department of your local NOSC.

**6. Navy Reserve Advanced Management Seminar (NRAMS)** is five days in length and provides top-performing O-5/O-6 Reserve Officers with a solid baseline of information regarding the current state of the Navy Reserve, Navy missions and roles, key issues, concerns and challenges which form the context for evaluating existing policies, executive perspectives, strategic outlook and global Reserve viewpoints that frame the decision-making process. Officers attending this course are selected from a broad range of communities to afford a greater understanding of Navy and DoD policy across the entire spectrum of Navy Reserve senior leadership. NRAMS is not considered a prerequisite for promotion and non-selection is not considered a signal of non-competitiveness.

**7. Senior Navy Reserve Officer Orientation Course (SNROOC)** is five days in length and provides top-performing Reserve Captains (O-6) the opportunity to engage and collaborate with officers from a broad range of communities to allow a greater understanding of strategic and operational issues across the entire force.

#### **8. Navy Officer Leadership Continuum Training**

In order to accomplish the mission, officers must take care of the Sailors under their charge. All drilling (pay or non-pay) Navy Reserve Officers are required to attend leadership training at least once every five years. Officers who have not attended a leadership course listed below in the last five years must attend one of the qualifying leadership classes not later than 30 September 2016. The 5-year limit starts from the date an officer completes a qualifying course. This leadership training requirement is separate and distinct from the CNRFC requirement for APPLY Board-selected officers heading to Commanding Officer or Officer-in-Charge billets to attend NRUM. However, beginning in FY-12, officers attend a follow-on Senior Officer Leadership Course (SOLC) when they attend NRUM. Additionally, NRUM (CIN R-7A-0031) satisfies the leadership requirement for officers who attended in FY-09, FY-10 or FY-11.

Classes that satisfy leadership training requirements are identified in [MILPERSMAN 1301-906](#) Exhibit 1 and courses listed below:

<u>CIN</u>	<u>COURSE NAME</u>	<u>TARGET POPULATION</u>	<u>NOTES</u>
P-7C-0100	Division Officer Leadership Course (DIVOLC)	O-1 – O-2	5-day course at CPPD learning site
P-7C-0101	Department Head Leadership Course (DHLC)	O-3 – O-4	5-day course at CPPD learning site
P-7C-0103	Advanced Officer Leadership Course (AOLC)	O-3 – O-4	2-day weekend course at NOSC/NRA
A-7C-0612	Senior Officer Leadership Course (SOLC)	O-4 – O-6	2-day course ICW NRUM and stand-alone at NOSC/NRA
P-1B-0005	Executive Officer Leadership Course (XOLC)	NPC board-screened XO	2-week course at CLS Newport, RI
P-1B-0004	Command Leadership Course (CLC)	NPC board-screened CO	2-week course at CLS Newport, RI
P-1B-0060	Major Command Course	NPC board-screened CO	2-week course at CLS Newport, RI

**a. Division Officer Leadership Course (DIVOLC)** is five days in length. Officers reporting to billets as Division Officers are required to complete this course. This course examines the broader role of a Division Officer with a focus on expectations and responsibilities. Strong leadership ensures mission readiness and gives purpose to all leaders. Upon completion of the course, the student will have acquired a basic foundation of how to deal with people, develop subordinates, and maintain positive career progression and growth. All officers may obtain quotas from the Training Department at the local NOSC.

**b. Department Head Leadership Course (DHLC)** is five days in length and is provided for officers reporting to billets as Department Heads or equivalent. This course examines the broader role of a Department Head with an emphasis on upper-level management and accountability. Strong leadership ensures mission readiness and gives purpose to all leaders in the Navy. Upon completion of the course, the student will have acquired a basic foundation of how to deal with people, develop subordinates, and maintain positive career progression and growth.

**c. Advanced Officer Leadership Course (AOLC)** is available for Reserve Officers as a 2-day class and replaces the 2-weekend DHLC (Reserve Component) Part 1 and Part 2 classes. This course provides Department Heads with the requisite naval leadership skills necessary to function as effective leaders.

**d. Senior Officer Leadership Course (SOLC)** is a two-day course designed for O-4 and above officers en route to positions of leadership of non-commissioned units and detachments of Active Component commands. The course is offered as a stand-alone course and also in conjunction with the Navy Reserve Unit Management (NRUM) course. Previous completion of the of Department Head Leadership or Advanced Officer Leadership courses is recommended.

**e. Executive Officer Leadership Course (XOLC)** is two-weeks in length and is offered to O-4 and above officers ordered to an Executive Officer or Executive Officer equivalent billet. Additionally, Lieutenants (O-3), ordered to an operational command as an Executive Officer, are also eligible to attend. This course provides leadership and management training in ethics, communications, managing systems and processes, subordinate development, quality tools and philosophy, and decision making at the Executive Officer level.

**f. Command Leadership Course (CLC)** is two-weeks in length and offered to O-5/O-6 officers en route to their first command tour. This course reinforces the fundamental tenets of naval leadership and provides an improved decision making foundation for officers assuming the responsibilities of command.

**g. Major Command Leadership Course** is offered to prospective O-6 Major Command Commanding Officers en route to their second command tour. This course reinforces the fundamental tenets of naval leadership and provides an improved decision-making foundation for officers assuming the responsibilities of major command.

Note: SELRES may attend XOLC, CLC, and Major Command course to satisfy leadership training requirements. However, Unit COs or projected Unit COs are required to attend NRUM once every five years, which also satisfies the leadership training requirement.

## **9. Human Resources Officer Training**

Human Resources specific training equips HR Officers by enabling them to develop cross-functional knowledge and skills associated with Human Resources core competencies.

**a. Human Resources Introductory Course - “HR Training for our Newest HRs.”** Officers should attend this course within three years of joining the HR Community. This five-day course at the Naval Postgraduate School (NPS) in Monterey, CA, provides an overview of the Navy’s Manpower, Personnel, Training, and Education (MPTE) domain and the HR core



competencies of development, management, recruiting, and requirements. Students are introduced to the fields in which they are/may be working, the inter-dependencies across the core competencies, as well as the HR Officer career path.

**b. Human Resources Intermediate Course: “Building Breadth and Depth for the HR Professional.”** This distance-learning course is designed for HR Lieutenants (O-3) and Lieutenant Commanders (O-4) with more than three years of HR experience. It increases students’ awareness of how HR jobs align within and across organizations, and how HR work can influence the operational and strategic levels. It meets on nine consecutive Wednesday evenings via Defense Connect Online, with homework due the following Mondays.

**c. Human Resources Advanced Course: “Preparing HR Officers for Future Challenges.”** This two-week course at NPS provides senior-level Navy HR officers (Commanders and Commander-Selects) with a greater understanding of the evolving Navy MPTE domain. Through a blend of academic instruction and practical exercises, students learn about strategy, workforce planning, personnel policy, management and execution, development, resource management, leadership, and how to integrate this knowledge to meet Navy’s current and future HR challenges.

**d. Certification Preparation and Examination Program (CPEP).** This program prepares HR officers (Lieutenants and senior) for the Professional in Human Resources (PHR) or Senior Professional in Human Resources (SPHR) certification exam. It consists of a seven-week, web-based training program followed by a four-day on-site class and exam. The HR community values this certification, as the program broadens the officer’s base of HR knowledge and strengthens their skill sets.

## **10. The Navy’s Professional Military Education Continuum**

NAVADMIN 263/04 established the Professional Military Education (PME) continuum for all Naval Officers as an essential part of Sea Warrior and the Navy’s transformation initiatives. Joint Professional Military Education (JPME) is required for all active duty HR Officers and could be a discriminator for promotion at the senior level for Reserve HR Officers. It is recommended that Reserve HR Officers complete JPME Phase I prior to screening for promotion to Commander. Completion of JPME I also increases your competitiveness for an APPLY billet. Additionally, completion of JPME I and II (or AJPME) are requirements to qualify as a Joint Qualified Officer (JQO) under the new Joint Qualification System.

**a. Primary Professional Military Education (PME)**

The Primary Professional Military Education (PME) course provides junior officers (CWO2 to O-4) a common educational baseline across the spectrum of professional military education as identified by the Officer Professional Military Education Program (OPMEP) and fleet requirements. DCOs will complete PME as a prerequisite for the Direct Commissioned Officer Indoctrination Course. The Naval War College (NWC) offers the course via the [Navy Knowledge Online \(NKO\) portal](#). Designed to take about 70 hours of online effort, this self-paced course addresses three core competencies: Military Studies, Professionalism, and National/Global Security.

**b. Joint Professional Military Education (JPME) Phase I**

An officer can attain JPME I through several methods. The following is a listing of many of those methods. Make sure to review the listed program's respective website, the [NPC Joint Qualification System](#) website and the [CNRFC JPME page](#) (note: login required) for current JPME I granting programs and opportunities. Completion of JPME I earns the AQD of JS7 and is a prerequisite for Joint Qualified Officer (JQO) Level II. Traditional venues for JPME I include the U.S. War Colleges and Joint Command and Staff Colleges. Attendance "in-residence" at one of these institutions is usually limited to Active Component Officers who have been individually selected. There are limited quotas available for Reserve Officers to attend in-residence. All in-residence quotas are filled via a competitive process. CNRFC N7 solicits applications and subsequently holds a board to determine selectees. Other non-traditional venues are available, such as:

- 1) The Naval War College (NWC) Fleet Seminar Program is offered at several of the larger Navy installations across the United States and provides a traditional classroom environment. Students normally only meet for one night per week and, upon completion of the program (normally 3 years), students earn JPME Phase I certification and may earn a Master of Arts in National Security and Strategic Studies from the Naval War College. Additional information about NWC distance education programs is available at the [Naval War College website](#).
- 2) [NWC](#) also offers a correspondence-style course in order to qualify for JPME I certification. The CD-ROM Program is derived from and closely parallels the College of Naval Command and Staff curriculum and the Fleet Seminar Program. This independent study program is designed to be completed in 12 months or less.
- 3) The [NWC](#) Web-Enabled Program is closely aligned with the College of Naval command and Staff curriculum and the Fleet Seminar Program, and provides a

greater degree of interaction between individual students and the course professor. The program is designed to be completed in about 18-24 months.

NOTE: For both the CD-ROM and the Web-Enabled Programs, the Navy Reserve offers three different 2-week training opportunities that are designed to be preparatory for each of the three core courses of JPME I: Strategy and War, Joint Military Operations, and National Security and Decision Making. Although these 2-week AT opportunities do provide credit, completion of the follow-on programs, either CD-ROM or Web-Enabled, is required for JPME I certification.

- 4) Air Force Air Command and Staff College ([ACSC](#)) - the ACSC distance learning curriculum is administered online through a learning management system, where students have the opportunity to demonstrate mastery of course concepts and critical thinking through online, peer-to-peer interaction and collaboration. Students complete the program as a completely self-paced course. The curriculum consists of seven core courses and four applied courses. Each self-paced course has a four-month completion expiration date from date of student enrollment.
- 5) Army Command and General Staff College ([ACGSC](#)) - the non-resident ACGSC program is offered as two options: a three phase web-based course that must be completed within 18 months (Intermediate Level Education-Common Core or ILE-CC) and as a three phase classroom-style course offered at Army Battalion locations throughout the world that must be completed in 13 months .
- 6) U.S. Marine Corps College of Distance Education and Training - the Command and Staff College Distance Education Program ([CSCDEP](#)) includes educational objectives and JPME learning areas that parallel the resident curriculum content. The curriculum consists of eight courses.

**c. Joint Professional Military Education (JPME) II and Advanced Joint Professional Military Education (AJPME)**

JPME II is only taught as an in-residence program and is granted by several institutions. Because of the time involved with an in resident program, Reserve Officers rarely choose this route. However, occasionally CNRFC will announce opportunities for Reserve Officers to attend a JPME II granting program. Completion of JPME II earns the AQD of JS8. Another route to obtain the Phase II credit is through the [AJPME](#) program, which was designed with the Reserve Component in mind. [AJPME](#) is a 40-week blended learning course for Reserve Officers (grades O-4 to O-6), that is similar in content to the in-residence Joint Forces Staff College Phase II.

AJPME satisfies the JPME Phase II educational requirement for qualification as JQO Level III (Reserve Officers only). Completion of AJPME earns the AQD of JSA. Quotas are obtained through CNRFC N7.

Check the [CNRFC N7 JPME page](#) (login required) for the most up-to-date JPME and AJPME information.

## **11. Joint Qualification System**

The John Warner National Defense Authorization Act (NDAA) 2007 gave authority to The Secretary of Defense to establish different levels of joint qualification, as well as the criteria for qualification at each level. This is known as the Joint Qualification System (JQS), which established a joint force management infrastructure as dynamic as the environment in which the joint forces operate. It creates a system which advances the concept of career-long accumulation of joint experiences, education, and training as advocated in the Department's Strategic Plan for Joint Officer Management (JOM) and Joint Professional Military Education (JPME) and the Chairman of the Joint Chiefs of Staff Vision for Joint Officer Development

Until FY-08, active duty officers were able to qualify as Joint Service Officers (JSOs) by completing JPME I, JPME II and serving the required amount of time in a joint coded billet. The JQS creates an alternative path to obtain a joint qualification, plus it now opens joint qualifications to Reserve Officers. Under the new JQS program, JPME I and II are still required, but joint experience that meets the definition of [Joint Matters](#) is now recognized vice only a person serving in a coded (JDAL) joint billet. The JQS allows those who gain experience serving in a joint environment to count this time of service towards the experience requirement. Many mobilization and individual augmentee (IA) tours are conducted in a joint environment and would count towards experience. To ensure parity, Reserve officers who have served in joint organizations and would have met the statutory requirements of 10 USC, Chapter 38 will be credited with the same joint credentials that were previously only available to Active Component officers dating back to the implementation of the Goldwater Nichols Act of 1986. Officers are able to self-nominate their joint experiences for point recognition. A web-based application is now online to facilitate the [self-nomination](#) process. This program has continued to evolve since inception so for program specifics and the latest information on JQS and other joint matters go to the [JQS webpage](#).

## **12. Subspecialty Codes**

The Officer Subspecialty System is an integrated manpower and personnel classification & control system. It establishes criteria and procedures for identifying officer requirements for advanced education, functional training, and significant experience in various fields/disciplines/billets. The Subspecialty System is also used to identify officers who acquire these qualifications. Officer subspecialty codes provide the Navy with a means to track specific skill sets beyond those described by an officer's designator. Typical HR subspecialty codes are in the series of 3130 (Manpower Systems Analysis), 3211 (Operations Research Analysis), 3111 (Financial Management), 3150 (Education and Training Management), and 6201 (Information Systems and Technology). A full list of subspecialty codes and suffixes is available in the [Manual of Navy Officer Manpower and Personnel Classifications \(NOOCS Manual\) Volume 1](#).

As part of your record, it is important to ensure your subspecialty codes are accurate and up-to-date. Having an HR-related proven subspecialty code is a community value. While sustained superior performance is the most critical promotion success factor, given similar performances, subspecialty codes can serve as a tie-breaker.

## CHAPTER 4

### MANAGING YOUR RECORD

1. One misconception is that when one record is updated the others are updated automatically. **This is not true.** You will need to be familiar with each system or record type below and review for accuracy:

- a. **Official Military Personnel File (OMPF)** - also known as Web Enabled Record Review (WERR) provides the ability to view, download and print OMPF documents.
- b. **Electronic Service Record (ESR)** - is maintained by your command or servicing PSD for most information contained within the Navy Standard Integrated System (NSIPS). The ESR “Tasks” function allows you to update ESR self-service items.
- c. **Performance Summary Record (PSR) and Officer Summary Record (OSR)** - is an online professional record that provides the ability to view, download, and print a summary of your professional information, performance history, and personal decorations.
- d. **Navy Department Awards Web Service (NDAWS)** - is the Navy’s authoritative electronic awards system, which provides access to Navy awards information, application processing and the ability to search the awards database.

#### 2. **Official Military Personnel File (OMPF)**

The Navy’s Official Military Personnel File (OMPF) is maintained in the Electronic Military Personnel Records System (EMPRS) at Navy Personnel Command (NPC) in Millington, TN. You can view your OMPF online via the Web Enabled Record Review (WERR) option at [BUPERS Online](#) (BOL). Access to BOL requires the use of a Common Access Card (CAC) and a CAC reader, along with a PKI root certificate that can be downloaded from a link on the left side of the website.

Each Sailor is responsible for the contents of their official record. Your record should be complete and clearly present your qualifications for promotion, or billet selection in the case of the APPLY Board. It is up to **you** to make sure your record is complete. Maintaining a complete record, which properly reflects all of your accomplishments, requires on-going attention. Although you are required to view and verify your OMPF documents at least once a year, checking your record more frequently is highly recommended as it may be difficult to find a missing document (when needed most) after an extended time frame.

Know your Record! The completeness of your record is an expected condition – do not allow an incomplete record to become a negative factor in the Board’s consideration of your fitness for promotion or APPLY billet selection. Any one or more of the following common service record discrepancies could put you at a serious disadvantage with your contemporaries when in keen competition for selection:

- a. Missing Fitness Reports or gaps in Fitness Report continuity.
- b. Photo in current rank (see [MILPERSMAN 1070-180](#) for guidance).
- c. Unexplained broken service.
- d. Missing data on special qualifications, decorations, awards, education, etc.
- e. Missing or illegible Navy Reserve Qualification Questionnaires (NRQQs). Reserve Officers can update their data by downloading the [NRQQ form](#) and either mailing or emailing it to PERS-9. [Specific NRQQ instructions, address, and email information.](#)
- f. Obsolete or missing Ready Reserve Agreements.
- g. Missing Navy Reserve Appointment.

It is recommended that you maintain throughout your career, a personal file of all important hard copy documents for verification purposes in order to enable you to submit missing documentation, should it become necessary. Since your official record is the principle instrument used during selection board deliberations and the APPLY Board process, you should make sure your record is current, complete, and accurate. If you are missing a fitness report, send a legible copy that has all required signatures, most importantly yours and the Reporting Senior’s, to:

Navy Personnel Command  
PERS-32  
5720 Integrity Drive  
Millington, TN 38055-3110

For administrative errors in your record, it is recommended that you refer to the latest revision of Appendix E of the Navy Officer Manpower and Personnel Classifications Manual ([NAVPERS 158391](#)), Volume II.

The procedures for submitting OMPF documents are contained on the [NPC OMPF website](#). Your local NOSC is the primary source for submitting documents to the Navy Personnel

Command (PERS-31) for updating your OMPF. Some of the most common documents that need to be forwarded to an office other than PERS-31 are:

- a. Transcripts, where a degree/certificate was achieved, awarded or conferred. Submit **only** Transcripts (diploma/certificates will not be accepted) to NPC ([PERS-45E](#)).
- b. Fitness Reports and any documents that pertain to them such as extension letters and statements must be sent to NPC ([PERS-32](#)).
- c. Awards: See paragraph 5 below.

When submitting documents to be included into your OMPF record, it is important to ensure the following:

- a. The document is the “Original Signed” document if required by the regulation directing the documents filing in the OMPF (i.e., Original Record of Emergency Data, Original NAVPERS 1070/604 or 1070/613).
- b. The document is of actual size – no reduction or enlargement.
- c. If the document is a copy, such as an Award Citation or Course Completion Certificate, ensure it is of good quality with black lettering and white background – no fuzziness or light print.
- d. The document does not contain Privacy Act information on another service member.
- e. The **full SSN is recorded** on the document – if not, handwrite it in the upper right corner.

### **3. Electronic Service Record (ESR)**

You may access your Electronic Service Record (ESR) via the Navy Standard Integrated Personnel System (NSIPS), which is a web-based repository for both personnel and pay data for all Active Duty and Reserve Sailors in the Navy. Similar to BOL, you must use a CAC and CAC reader to access NSIPS. Once at the [NSIPS website](#), you would select the “ESR Self-Service (New Users)” link and follow the individual steps presented. Once an individual account is created, you would access your ESR by clicking on the “Login” button from the main web page, again using a CAC/CAC reader.

It is your responsibility to view and verify your ESR data at least once a year. When required by regulation, ESR data is printed on documents that your NOSC Administrative or Manpower Offices electronically submit for direct filing into your OMPF by using the “eSubmission” application on BUPERS ONLINE, so it benefits you to ensure your record is up to date. The e-



submission process expedites processing of priority documents into the OMPF. A list of documents that can be electronically submitted is available by selecting the “eSubmission Forms List” link under “Tools” available on the [NPC Electronic Submission website](#).

Documents not on the e-Submission Forms List and documents submitted by activities not authorized to submit documents electronically shall be mailed to the following address:

Navy Personnel Command  
PERS-313  
5720 Integrity Drive  
Millington, TN 38055-3130

NOTE: Faxed documents or email attachments **will not be accepted** for filing into the OMPF record. It is critical to ensure the SSN is on each document; if a document does not have an SSN or the SSN is incorrect, the document will be placed on hold until it can be researched, causing further delay in getting it into your record. An incorrect name (e.g. initials, nickname) or multiple names on documents will complicate research.

For further information regarding maintenance related to your service record, visit the [NPC Records Management website](#).

#### **4. Performance Summary Record and Officer Summary Record**

In addition to your OMPF, selection boards review your Officer Summary Record (OSR) and Performance Summary Record (PSR). These documents are the only sources of information available to selection boards other than your OMPF and any correspondence from you to the Board President.

The fitness report section (PSR) is generated from a database within NPC that is separate from your OMPF record. As you can imagine, since these two databases are created from different copies of the FITREP, there is a very real possibility that they are not in total agreement with each other. The OSR/PSR is simply a computer generated summary record that assists selection boards in reviewing an officer's record. This is an important part of your official record and should be reviewed by you prior to any selection board. You can view your OSR/PSR by logging onto [BUPERS Online](#).

The Reserve Officer OSR/PSR is actually three separate sections compiled from different data bases:

- a. *Part I* - also known as the Inactive OSR, Inactive OSR 'Top Sheet' or NAVPERS 1070/123. This report is generated from the Inactive Manpower and Personnel Management Information System (IMAPMIS).
- b. *Part II* - also known as the Inactive Officer OSR 'Bottom Sheet', Pre-96 PSR or NAVPERS 1070/50. This document contains performance fitness and evaluation history prior to 1 January 1996.
- c. *Part III* - also known as the PSR. This document contains performance fitness and evaluation history since 1 January 1996.

## 5. Awards

There are five separate areas where your awards data is maintained: (1) the Navy Department Awards Web Service ([NDAWS](#)) website, (2) your OSR/PSR on BOL, (3) your ESR in NSIPS, (4) your Electronic Training Jacket in the Navy Training Management and Planning System (NTMPS), which can be accessed via [Navy Knowledge Online](#), and (5) your OMPF via WERR. It is important that all of these systems, several of which are independent from one another, accurately present the same information. Dependent upon which system is incorrect, different procedures would be taken to correct the error:

- a. If an award is missing from a search conducted via NDAWS and it may/may not reflect on your PSR:
  - 1) Make a copy of your missing award certificate (the one with the embossed, color picture of the award).
  - 2) Write your SSN at the top right-hand corner of the copy.
  - 3) If your award is a Meritorious Service Medal or higher (excluding the Purple Heart), then you must also submit the citation that came with the certificate. The citation usually has 18-22 lines of text. Write your SSN at the top right-hand corner of a copy of the citation.
  - 4) Send the copies of your certificates/citations to the NDAWS Authority/Administrator IN YOUR CHAIN-OF-COMMAND. A list of these commands, including mailing information will be posted at the NDAWS web site under the "NDAWS Authorities" button at the left.

NOTE: Once NDAWS has been updated, awards should reflect in the other electronic systems (PSR/ESR/ETJ) in approximately 1-2 weeks.

**b.** If the award shows on your PSR but a copy of the certificate/citation is missing from your OMPF:

- 1) Mail a legible, clean copy of the signed citation, with your SSN printed in the upper right hand corner, to:

Navy Personnel Command  
PERS-312A  
5720 Integrity Drive  
Millington, TN 38055-3130

NOTE: No cover letter is required.

- 2) For questions go to the [NPC Records Management website](#).

**c.** If you run an NDAWS search for a personal award and find it in NDAWS, but the award does not show on your PSR:

- 1) Mail a legible, clean copy of the signed citation, with your SSN printed in the upper right hand corner and write “IN NDAWS NOT IN PSR” at the top. Also include a phone number where you can be reached and mail to the PERS-312A address above.

When submitting awards to the NDAWS or PERS-312 for updating your online record only (the award is already in your OMPF record) annotate in the upper left corner “For Data Entry Only (NDAWS/PSR) - Do Not Scan to Record.” This will prevent having duplicate entries in your OMPF.

NOTE: If you cannot find an NDAWS Authority/Administrator in your Chain of Command, contact your local NOSC.

## **6. More FITREP Guidance**

This is a subject that cannot be over-emphasized. The ability to write strong FITREPs and EVALs is a valuable skill that all officers should master early in their careers. As noted in [Chapter 2](#), Section 8, all officers should read and become intimately familiar with the [BUPERS Instruction 1610.10 series](#). When you become a Reserve Unit CO, you will impact many careers, so it is imperative that you learn FITREP basics early on.

Remember that FITREPs are not only written to the officer, but also to the board that considers the officer for promotion or APPLY billets. Therefore, it should provide the board with

meaningful and clear metrics that demonstrate performance and comment on specific traits. All officers have some degree of input into the content of their FITREPs. Some FITREP factors that are not important to a Board: Write-ups on non-operational and non-leadership accomplishments; fluffy language without quantification and impact statement; detailed descriptions of unit mission/redundant information; and civilian accomplishments (e.g., Boy Scout Leader, Civic Association Leader).

The recommended approach is that officers submit their input to their reporting seniors in [NAVFIT98A](#) format and write block 41 the way they would like to have it presented.

Your CO then assigns trait scores and edits the comments, as needed. To catch the attention of a board, consider the following recommendations:

- a.** Make a strong opening statement that ranks the officer within a group or across groups and characterizes performance (e.g., “My #2 of 12 Commanders of any designator” or “A highly capable, hard charging Naval Officer with outstanding analytical skills and proven leadership abilities.”)
- b.** Include a statement about the impact you have made on the HR community (e.g., “Serving in a key HR billet/HR Milestone” or “Member of the Development BOD, which produced...”).
- c.** Rank top EPs (e.g., “My top-performing officer.”)
- d.** Rank MPs who just missed the cut for EP (e.g., “Indistinguishable from my EP, he received an MP only because of system limitations.”) It is not necessary or appropriate to rank “pack” performers and boards always appreciate honest comments for poor performers. If an officer should not be promoted or selected for an APPLY billet, say it.
- e.** Make sure that trait scores match block 41 comments. Bulletize points that quantify specific accomplishments and show impact. At least one bullet should highlight leadership accomplishments, if possible.
- f.** Prioritize bullets based on their importance to the evaluation of the officer. Bullets that describe demonstrated leadership and contributions to mission accomplishment should come first. Do not waste lines on superfluous achievements (e.g., “15<sup>th</sup> consecutive Excellent PRT.”)
- g.** Note personal awards in a bullet (e.g., “Awarded NAM from previous tour with ONI.”) This will call a Board’s attention to the award in another part of the OMPF.
- h.** Write gaining command support actions in terms that the board will understand. Avoid non-standard abbreviations and terminology.

- i.** Include a strong closing statement that summarizes potential for promotion or follow-on assignment recommendation (e.g., “This officer is ready for command NOW!” or “He has all the skills necessary to be a successful XO and CO of any size unit in the near future; Ready now for promotion to Commander!”)
- j.** Explain any situation that may confuse a board or cast doubt on a top performer (e.g., “Formerly the CO of the unit, I personally selected him to be XO when the unit reorganized and the CO’s job was elevated to a CDR billet.”)
- k.** Reporting seniors need to remain familiar with the most up-to-date version of [BUPERS Instruction 1610.10 series](#) and know their promotion recommendation limits. Frequently, it is normal for officers who are new to the unit to be ranked P or MP behind more senior officers (although, keep in mind that officers at the rank of ensign and lieutenant junior grade CANNOT be ranked higher than Promotable, “P”, for their promotion recommendation in Block 42). If warranted, clarify when this occurs only because they are competing with more experienced officers. See the example in subparagraph c.
- l.** The instruction does not require reporting seniors to use all EPs or MPs allotted. For example, three EPs may be authorized, but a CO may choose to use only two and increase the number of MPs allowed by one. Be aware, however, that a CO’s failure to use the quota of EP’s and MP’s allowed may send an unintended (or intended) message to a Board.
- m.** Do not leave any unexplained promotion recommendation “air gaps”. The instruction authorizes EP recommendations for any 1 of 1 ranking. A board views negatively an officer ranked 1 of 1 and MP. If warranted, this situation should be explained in the comments so as not to leave boards guessing.
- n.** Make appropriate career assignment recommendations in block 40 based on where an officer is in his or her career. For CAPT, “CO” and “Joint Staff” are common recommendations. For CDRs and below, “CO”, “OIC”, “XO”, and “Major Staff” are common. An XO not receiving an endorsement for “CO” sends a clear “do not select for command” message to the board.

Officer Summary Groups (OSGs) are the groupings within which reporting seniors rank officers to determine FITREP promotion recommendations, such as Early Promote, Must Promote, and Promotable. Other factors that go into determining OSGs include pay-grade, designator, duty status, promotion status, end-date, type of report, billet subcategory, and reporting senior.

Competitive Categories are the groupings within which officers compete for statutory promotion. Competitive Categories may be restricted to a single community or designator, like the HR

(120X) community currently is, or they may comprise multiple communities or designators, like Unrestricted Line, Limited Duty Officer, and Chief Warrant Officer. OSGs align with Competitive Categories most of the time. More explanation of OSG and Competitive Categories can be found in [BUPERS Instruction 1610.10 series](#). **Amplifying verbiage and soft breakouts by individual community are strongly encouraged when utilizing a single competitive category.**

## **7. After the Review**

If you have fully analyzed your record, you should now be aware of your strengths and weaknesses. If you have questions, your HR mentor could provide valuable insight into your record and give advice.

Use the record review process as a “driver” for further improvement, growth and professional development. As already mentioned, early problems may be overcome by outstanding later performance, and avenues are available to correct problems that are true errors or injustices. Take action! The system is extremely sensitive to the quality of performance, and you can be sure that over time your record will truly reflect your overall career performance.

As a final caution, if you are forward deployed and cannot review your record, do not assume that any fitness report you may get is a good indicator of your whole record. Each fitness report is important, but patterns or trends of performance that exist in the record are just as important. Any given fitness report can only be finally judged in relation to what has gone before and, perhaps more importantly, what will come after. If you were judged highly on your last report, it is extremely important that you do not "slack off" but that you try to improve your performance to show growth and an improving trend, especially with the same Reporting Senior.

If your last report was marginal, do not be disheartened. You can reduce the significance of a single report if you improve – particularly with regard to direct and indirect competition. An HR Officer is always expected to perform his/her best. Don't let your competition leave you behind. In any case, ensure you learn from the experience by discussing the report with your Reporting Senior. Additionally, marginal/adverse FITREPs should not be a surprise if you are proactive in seeking periodic performance feedback earlier than FITREP reporting time. Mid-term counseling, as well as FITREP debriefs, are wonderful opportunities to develop courses of action for continued performance improvement.

If you need to submit documents that are missing from your OMPF and have less than three months before your record will be reviewed by a selection board (either statutory or administrative), there is no guarantee that your OMPF will be updated in time for the board. In this case, it is highly recommended that you submit the missing documents directly to the Board President in addition to sending the documents using the procedures outlined above. Per NAVADMIN 016/13, award citations (Navy Achievement Medal or higher) received as part of a Selection Board package will be entered into the officer's OMPF if the award accurately reflects in NDAWS. Officers must check NDAWS prior to submission and if necessary contact their appropriate NDAWS coordinator for entry into NDAWS. A list of NDAWS coordinators is available on the [Navy Awards website](#). Sending documents (other than awards) to the Board only will NOT update your OMPF because all correspondence is destroyed when a board adjourns. Procedures for corresponding to a Selection Board are covered in the next chapter.

## CHAPTER 5

### SELECTION BOARDS

#### 1. Promotion Selection Boards

While no promotional system has yet achieved perfection, the Naval Officer Selection Board process is recognized as extremely fair and one of the least biased systems in existence. These boards are composed of senior officers from varied backgrounds, each handpicked for Board duty for their experience, judgment, maturity, leadership, and demonstrated expertise.

Promotion selection boards are convened at NPC by the Secretary of the Navy each fiscal year. Annually, a specific promotion plan is developed for LCDR through CAPT. Officers senior to, and in the same grade as, the senior officer in the promotion zone for a given grade are considered above-zone. In most cases, above-zone officers have failed selection for promotion by a previous selection board. As long as above-zone officers are permitted to continue their Navy Reserve participation, their records will be presented to every successive selection board for consideration.

The selection board carefully reviews each record and evaluates each officer's record. Primary considerations are: documented professional background, breadth of experience, responsibilities carried, and most importantly, your Reporting Seniors' evaluations of your performance and potential for success in positions of increased responsibility. Each promotion board determines its own methods of operation within the guidelines provided; but, each works logically and thoroughly, with fairness, and with clear awareness the decisions to be made are vital both to the individuals under consideration and to the Navy. The selection board system emphasizes the independence of board members, each of whom votes secretly. Selection board proceedings are entirely confidential and known only to the board members. Procedures are used that effectively nullify outside pressure and any attempts to influence the board. You can be confident that selection board decisions will be based on the records under review and logical conclusions that can be drawn from an analysis of the records.

While promotion is the most obvious marker of success and carries with it such incentives as increased income and eligibility for assignment to positions of greater responsibility, failure of selection (FOS) should not be interpreted as a signal of unworthiness or rejection, especially at higher pay grades, given the lower selection percentages. Theoretically, the selection board's



judgment is that those "best suited" officers selected show the greatest potential for effective service in the increasingly responsible positions associated with the higher grade.

**Performance + Preparation + Professional Qualification/Experience = PROMOTION**

**2. Eligibility for Promotion**

You can determine your eligibility for consideration by a selection board by checking the annual NAVADMIN message on promotion zones, which normally is released not later than 30 days prior to the first Promotion Selection Board convening for that fiscal year (generally early December). NAVPERS 15009 (Registry of Commissioned and Warrant Officers of the U.S. Naval Reserve) indicates your relative seniority by a six-digit register number and a two-digit sub-number. You can find your own lineal/precedence number from this link (the search will list everyone alphabetically at your rank and you will need to scroll through to find your name): <https://navalregister.bol.navy.mil>. Generally, officers become eligible for promotion at the following times after commissioning:

Promoted to the grade of:	Years after commissioning:
CWO3 (Permanent)	After 3 years as CWO2 (Permanent)
CWO4 (Permanent)	After 4 years as CWO3 (Permanent)
LTJG	2 years
LT	4 years
LCDR	9-11 years
CDR	15-17 years
CAPT	21-23 years
RDML	24-26 years
RADM	After 1 year as RDML

To be eligible for promotion "in zone" an officer must have the following **MINIMUM** years in grade:

To be considered for promotion to:	Minimum years in grade
LT	2 years as LTJG
LCDR	3 years as LT
CDR	3 years as LCDR
CAPT	3 years as CDR
RDML	3 years as CAPT
RADM	1 year as RDML

The promotion percentage is multiplied by the number of officers "in zone" for promotion to yield the total number of officers who can be selected for promotion in that competitive category. Officers who

are in zone are those who are eligible for the first time that year in a particular paygrade (e.g., if the promotion percentage for promotion to CDR is 70%, and the number of officers in zone for the first time is 100, then the board may select up to 70 officers for promotion). However, the board also considers officers who were not selected in the prior years (“above zone”). Any of those who were previously passed over and are now selected, come out of the maximum number who may be selected for that year. Thus, in the example, if 10 officers above the zone are selected, only 60 officers in zone for the first time may be selected. It is important to note that a Board does not have to select to the maximum number if it considers that there are not that number of records (officers) that meet the criteria for promotion.

### **3. When to Review your Record**

If you are eligible to be considered for promotion by a selection board, the board membership will determine your qualifications and promotability based on what is documented in your BUPERS record (see Chapter 4). The accuracy and completeness of your record directly affects how the board views your competitiveness. PERFORMANCE OF DUTY is the primary factor for being selected for promotion; but an excellent performer with an incomplete record may get passed over considering that he/she may be competing one-on-one with an equally excellent performer with a complete record.

The Navy Reserve Promotion Selection Board considers the DIGITAL service record: the Officer Summary Record (OSR), the Performance Summary Record (PSR), scanned documents in the Official Military Personnel File (OMPF), as well as the officer’s communications with the board. No other material is permitted. Therefore, you should review your record at least **9-12 months** before it is considered by a board and submit any missing documentation at least three months prior to the Board convening date.

### **4. Correspondence to the Board**

If there are items missing from your record and it will not be updated in time before the Board convenes, or you would like to explain a situation (gap in service) or provide amplifying information, you should write a letter to the Board. Typical items submitted can include missing FITREPs, awards, college/graduate school transcripts, recent IDT or mobilization orders, updated official photo, or professional qualifications. Submit a letter to the board to describe your current duties or significant accomplishments since your last FITREP, if such information is not reflected in your most recent FITREP (e.g., 0-5 FITREPS report through 30 APR and the 0-6 Board meets in JAN. Without a letter to the board, there will be no record indicating what you have done in the last 8-9 months). Briefers typically spend 40-60 seconds briefing your record to the board and are required to discuss ALL items you send to the board. **DO NOT DISRUPT THE BRIEFING PROCESS BY**

**SENDING SUPERFLUOUS DOCUMENTS TO THE BOARD.** The board does not want to see unit citations, weapon qualifications, 5 years of NRQQ's, training certificates, past orders, or college diplomas where a transcript already indicates degree completion. Make sure that both your OSR/PSR and permanent record contains all FITREPs and are consistent with each other. Also, submitting documents (other than awards and official photos) to the board does not update your permanent record. You will still need to follow the procedures in [Chapter 4](#) to update your permanent record. The [Reserve Line Officer Board pages](#) on the NPC website contain the format for submitting a letter to the board as well as FAQs. You must have in the "To:" line: **President, FY-YY** (YY is fiscal year) **Reserve (Grade, e.g., LCDR) Line Promotion Selection Board (enter board number)** (Board # may be found by clicking on your specific board link on the left side of the screen on the main [Reserve Line Officer Board pages](#)).

Verify at the [NPC website](#) the address to send correspondence. Normally, it is the Customer Service Center at NPC, but be sure to verify. Do **NOT** send your letter to any other PERS code. If you do, you risk your correspondence getting lost or being received too late for the board. **MAIL YOUR PACKAGE EARLY!!!** Correspondence for a statutory promotion selection board **MUST** arrive in the board spaces (not the base mail facility) no later than the day **BEFORE** the board convenes. Next Day or Express Mail does **NOT** guarantee that your package will make it to the Board if you wait until the last minute to send it. It is highly recommended that you ensure your package arrives at least a week prior to the Board's convening date. It will take approximately 2-3 days for correspondence to be logged in, sorted, and forwarded by the Customer Service Center to the appropriate Board. Certified and registered mail is **NOT** recommended as they can add several days to a letter's processing time by the US Postal Service.

Correspondence from third parties (e.g., letters of recommendation from a CO) must be submitted by **you**. No other individual can submit information directly to a board. It does not matter how positive it may be. Third parties must give documents to you and then you may include it as an enclosure in your letter to the Board.

Make sure you include your full name, SSN, designator, and board number in your letter. Use either a binder clip or paper clip (no staples) to fasten your documents together. It is unnecessary, and a waste of everyone's time and your money, to place your letter in special covers, folders or notebooks (i.e., documents must be removed to scan into your record).

You also have the option of emailing your letter to [CSCSELBOARD@navy.mil](mailto:CSCSELBOARD@navy.mil). You may check on-line at the [Customer Service Center](#) site (login required) to confirm receipt of your package for Selection Boards. You may also call (whether you emailed or mailed your package) the NPC Customer Service Center at 1-866-U ASK NPC (1-866-827-5672) or DSN 882-5672.

## 5. Selection Board Completion

The Board completes its deliberations and votes to confirm the tentative selections. The Board then provides a select list to SECNAV, which is subsequently approved (or, on rare occasions, disapproved) by SECDEF. The selection list is made public through an ALNAV message (usually released approximately three months after the board adjourns). Results will also be available on-line at [Reserve Line Officer Board pages](#) (select rank on the left side).

Under the normal promotion phasing plan, five percent of the O-4/O-5/O-6 selectees will be promoted in each of the first eight months (40 percent), and 15 percent in each of the last four months (60 percent) of the fiscal year. For those officers selected to Captain and above, Senate confirmation is required before promotion. **Frothing is not authorized unless specified by a separate NAVADMIN** (check the [NPC NAVADMIN Page](#) for monthly promotion messages).

## 6. APPLY Board

The National Command and Senior Officer (O-5/O-6) Non-Command Billet Screening and Assignment (APPLY) Board is an administrative selection board that is convened under the administrative authority of the Navy. Essentially, the APPLY board places all O-5 and O-6 (and a few O-4) officers in competition for a limited number of pay billet assignments or command opportunities. Unlike a statutory promotion board, there is no automatic process for being considered on the APPLY board.

Senior officers seeking a pay billet MUST register through the on-line application process to be considered. The APPLY link can be found by logging in to the private side of the [Navy Reserve website](#). Select the “Applications” menu and then select “APPLY.” Once on that webpage, scroll down the page to the section that relates to the particular fiscal year of the board that you are interested in to find any specific information. Senior officers (O-5/O-6) not selected for a billet will normally be transferred to Voluntary Training Units (VTU) to drill for retirement points only, although they may have the opportunity to resubmit for billets (interim fills) that were not filled by the APPLY process. Rededicate yourself if you don’t receive a paid billet, and don’t stagnate in the VTU. Find a unit where you can make a difference, and ask upfront to be competitively evaluated on your performance and potential. As discussed previously, the HR

Community values sustained superior performance, successful tours in leadership positions, HR professional certifications, advanced HR-related degrees, and completion of JPME I and JPME II/AJPME. Having completed these milestones may increase your odds of obtaining an APPLY billet.

Junior officers are encouraged to compete for command billets in APPLY as long as they meet the Reserve Functional Area and Sex (RFAS) code eligibility requirements for a particular billet. RFAS codes are listed in [RESPERS M-1001.5](#) (login required). Talk to your CO, XO, or HR mentor about these requirements. Selection to a command billet as a junior officer is a huge career plus and is considered favorably by promotion boards. There is no “black mark” for failing to select for a command billet and those who compete will gain valuable insight into the process. Those junior officers not selected may return to their old billet, with pay, if they have time remaining before their Projected Rotation Date (PRD) or select another vacant billet through JOAPPLY.

The APPLY Board screens all officer records the same way that a promotion board screens records, except that records are only reviewed by one Board member instead of two or three, as is common in promotion boards. As always, performance is the dominant factor during this phase of the review. Based on its review of the official record (briefed to the full Panel by the reviewing officer from the OSR/PSR only), the board assigns a “Confidence Factor” (0 – 100) to each applicant. Each Board member can assign a “grade” of 0 (which means “no confidence”), 25, 50, 75 or 100 to each record. The average of all the assigned grades then becomes the confidence factor for the officer being reviewed.

During the second phase, the Board will “slate” officers into billets. Billet assignments usually occur in confidence factor order (i.e., the higher your confidence factor, the earlier you will be considered for assignment to a billet). When your record comes up for slating, the Board is shown the next two officers’ records at an equal or lower confidence factor requesting the same billet as your first choice (or the first billet on your “Dream Sheet” that has not already been filled). Based upon a variety of criteria including your fit to the billet, gaining command comments, and the qualities of other officers also requesting the billet, you will either be assigned to your top choice billet remaining, or another officer will be assigned that billet. If one of the other officers is slated to that billet, then you will be considered for the next billet on your Dream Sheet. The process repeats itself until you are (1) assigned a billet, (2) you run out of billet choices, or (3) the Board determines that your confidence factor is too low to be assigned an APPLY billet. If you run out of choices, and you told the Board you would be willing to

consider other billets than the ones you placed on your Dream Sheet, and you were willing to travel, you may still be suggested for another billet by the Board, based on your confidence factor. Otherwise, your record drops out of consideration by the Board.

## CHAPTER 6

### RETIREMENT

So, you have closely followed all of the guidelines of Chapters 1 through 5, you have passed all the milestones you have set for yourself, you have properly managed your career, and here you are at the final milestone of your Reserve HR Officer career – retirement. The [NPC \(PERS-9\) Reserve Retirements](#) website contains the latest information on retirements. Here are the basics on what you need to know today.

#### **1. Non-regular (Reserve) Retirement**

The Army and Air Force Vitalization and Retirement Equalization Act of 1948 (Public Law 810, 80th Congress: 10 USC 1331-37) established a retirement system for members of the Reserve. Title III of this act provides that any member of the Reserve component accumulating 20 years of creditable service and reaching age 60 is entitled to retired pay computed on the basis of the number of retirement points accumulated.

Public Law 89-652 (10 USC 1331 (d)) requires the Secretary of the Navy to notify each member of the Reserve who has completed 20 years of creditable service of their eligibility for retirement and receipt of retired pay at age 60. The notice must be sent in writing to the member within one year after he/she has completed his/her 20 years of qualifying service. The member generally has three options:

- a.** Remain in the Ready Reserve and continue to perform pay or non-pay Annual Training (AT) and/or Inactive Duty Training (IDT) depending on training and pay category, or
- b.** Remain in the Active Status Pool (ASP) of the Individual Ready Reserve (IRR) and continue to accumulate retirement points via participation such as Funeral Honor Duty (FHD), Muster Duty (MD), Naval Academy Blue and Gold Officer Program, or completion of correspondence courses for the purpose of accumulating retirement points. After accumulating 20 years of qualifying service, all Reservists are required to earn at least 50 points during an anniversary year to remain in an active status, or
- c.** Transfer to the Retired Reserve upon application or as otherwise directed by NPC (PERS-911D).

In any of these instances, when a member reaches age 60, he or she is entitled to begin receiving retired pay, if applied for. 10 USC 12731 has been changed to allow qualified Reservists to start receiving retired pay earlier than age 60. Effective 29 January 2008, each 90-day aggregate of active duty completed in a fiscal year will allow a member to begin receiving retired pay three months earlier than age 60. See the NPC Reserve retirements website for further explanation and information. The table in Section 2 shows mandatory dates for Reserve Officers to transfer to the Retired Reserve or be discharged from a Reserve Appointment.

## 2. Statutory Requirement

For Mandatory Retirement or Discharge for Officers of the Reserve:

<b>Reserve Grade</b>	<b>Age</b>	<b>Commissioned Service or Failure of Selection for promotion.</b>
0-8	Last day of month on which officer becomes 64	...or, 30 days after completion of 35 years served or 5th anniversary of date of appointment to grade, whichever is later.
0-7	Last day of month on which officer becomes 62	...or, 30 days after completion of 30 years served or 5th anniversary of date of appointment to grade, whichever is later.
0-6	Last day of month on which officer becomes 62	...or, after completion of 30 yrs of commissioned service.
0-5	Last day of month on which officer becomes 62	...or, after completion of 28 yrs of commissioned service.
0-4	Last day of month on which officer becomes 62	...or, after completion of 20 yrs of commissioned service and twice failing to select for promotion
0-3/0-2	Last day of month on which officer becomes 60	...or, twice failing to select for promotion.

Note: Officers must remain for a minimum amount of service in a pay grade before receiving retirement at that grade. Service in Grade for O-4 and below is 6 months, and Service in Grade for O-5 and O-6 is 3 years. However, this requirement may be reduced from 3 years to 2 years with an approved waiver per 10 USC 1370(d) and OPNAVINST 1820.1A. If you do not have the required Service in Grade, you must specifically request a Next Lower Grade or Service in Grade waiver in your retirement letter. Officers who have completed at least 6 months of satisfactory service-in-grade and who are transferred from an active status solely due to the requirements of a non-discretionary provision of law requiring such a transfer due to the officer's age, physical disability, or years of service may be transferred to the Retired Reserve at that grade.

The table above counts years of service starting from the Base Date of Commissioned Service (BDCS) and includes years of active duty, Reserve component service, and time spent in the Standby Reserve. Therefore, officers who meet the conditions above and have less than 20 qualifying (or "good") years for non-regular (Reserve) retirement purposes, face mandatory



discharge and will NOT be eligible for retirement. This can occur when an officer transfers to the IRR and does not earn minimum retirement points or is transferred to the Inactive Status List.

### **3. Qualifying Service**

Per 10 USC 12732, years of service after 1 July 1949 are considered qualifying only if credited with a minimum of 50 retirement points during a full anniversary year. A Reservist is entitled to one year of qualifying service of each one-year period after 1 July 1949 in which they have been credited with at least 50 retirement points on the following basis:

- a. ACTIVE SERVICE:** One point per day while on Active Duty such as Annual Training (AT), Active Duty for Training (ADT), Active Duty for Special Work (ADSW), or any other Active Duty time while under orders.
- b. INACTIVE DUTY SERVICE:** One point for each drill period satisfactorily performed. While in a pay status, four (4) hours equals one drill period. In non-pay, three (3) hours equals one drill period unless two periods are claimed in one day, then each period must equal 4 hours for non-pay credit.
- c. CORRESPONDENCE COURSES:** Points for satisfactory completion of courses evaluated for retirement credit based upon the point evaluation listed.
- d. FUNERAL HONOR DUTY:** One point per day will be awarded for funeral honors duty performed during at least one approved funeral for a Navy veteran or deceased Active Duty Sailor.
- e. GRATUITOUS:** Up to 15 gratuitous points for each anniversary year in the Reserves, during which the member is NOT on the Inactive Status List, retired, or on active duty for the full anniversary year.

### **4. Annual Retirement Points**

Each member can check their retirement points by logging in to [BOL](#), and then selecting the “ARPR/ASOSH Online” (Annual Retirement Point Record/Annual Statement of Service History) link. The ASOSH has the entire history of the member’s retirement points listed as “Inactive Points” and “Active Points”.

- a. ACTIVE POINTS:** One retirement point is credited for each day of active duty or annual training (including travel time). This includes ADSW and all forms of active duty (not IDTT or IDT, which is drill time). Points are credited day-for-day. The maximum “Active” points are 365 (366 for leap years) annually.
- b. INACTIVE POINTS:**

- 1) Drill Credit. One retirement point is credited for each drill period (4 hours if pay and 3 hours if non-pay). This is considered IDT (Inactive Duty Training) or IDTT (Inactive Duty Training Travel) drill periods.
  - 2) Correspondence Courses. Upon completion of any authorized correspondence course, the member will be credited “Inactive” points based on the points assigned for that course.
  - 3) Funeral Honor Duty. One point is credited for each 24 hour period of Funeral Honor Duty and these points are not included as part of the inactive point limit (discussed below).
  - 4) Gratuitous Points. Each member is credited 15 gratuitous point for each full year served.
- c. TOTAL RETIREMENT POINTS PER YEAR:** The maximum retirement points credited per anniversary year is the total of all “Active” and “Inactive” points added together, not to exceed the number of actual days in that year. (i.e., 365 days or 366 days in a leap year), subject to limitations, discussed next.

Beginning 30 Oct 2007, a member can earn a maximum of 130 “Inactive” points each anniversary year. From 30 Oct 2000 to 29 Oct 2007, the maximum was 90; from 23 Sep 1996 to 29 Oct 2000, the maximum was 75; and for years prior to 23 Sep 1996, the maximum was 60 “Inactive” points per anniversary year.

Since total points factor into your retirement pay computation, it behooves you to maximize your Inactive points each anniversary year.

## **5. Service Not Creditable**

Naval Reservists in an ineligible status may not participate for retirement point credit if they are:

- a. On the Inactive Status List (USNR-S2)
- b. On the Retired List or in the Retired Reserve not on active duty, or on the Temporary Disability Retired List or Permanent Disability Retired List.

## **6. Service for Retirement Eligibility Purposes**

No member of the Armed Forces may be ordered to active duty solely for the purpose of qualifying for Reserve retired pay. However, provisions of 10 USC 12646 provide that a Reserve commissioned officer who has completed 18 or more but less than 20 years of creditable Reserve service may not be discharged from an active Reserve status (and thereby lose his or her

eligibility for retirement due to his or her having less than 20 years of qualifying service) until the earlier of the following dates:

- a. The date on which he or she is entitled to be credited with 20 years of creditable Reserve service, or
- b. The third anniversary of the date on which member would otherwise be discharged or transferred from active Reserve status (with 18, but less than 19 years of service), or
- c. The second anniversary of the date on which member would otherwise be discharged from active service (with 19, but less than 20 years of service).

This provision of law protecting a Reserve commissioned officer's retirement eligibility does not apply to officers discharged because of disability or age.

Additionally, a member of the RC who is on active duty, other than for training, and is within 2 years of becoming eligible for retired pay under a military system other than the retirement system under 10 USC 1223, may not be involuntarily released from active duty before they become eligible for that pay, unless release is approved by SECNAV. This threshold of attaining 18 years of cumulative active duty service is commonly known as entering “active duty sanctuary.” Although, all active-duty orders are included in the calculation of a 20-year active duty retirement, training type orders (ADT and AT) do not trigger the active duty sanctuary provision.

## **7. A Qualifying Year**

In addition to having creditable service, it is important to note that it takes 20 qualifying years of service for eligibility for retired pay. This is not the same as calendar years or fiscal years. The qualifying years can be earned on active duty or inactive duty or a combination of both.

For retirement and qualifying year purposes, the start date is a member's anniversary date - the day the member joined the military or received his/her commission. Each year from this date is an anniversary year. Leaving Active Duty or a Reserve component for reasons such as transfer to another Reserve component, discharge or resignation may result in a modified anniversary date.

Rejoining a Reserve component later establishes a new anniversary date. Thus, anniversary dates remain the same unless a break in service is incurred. Moving from drilling to non-drilling status does not constitute a break in service for anniversary year purposes.

Participation for the prior year is reviewed and credited to the record of the anniversary date. A qualifying year cannot be credited unless a minimum of 50 retirement points have been earned. As an example, assume a non-drilling member with 19 qualifying years of service completed two 15/point correspondence courses during his/her most recent anniversary year. While 45 points would be added to the retirement point total (the 30 points coupled with 15 gratuitous points), not enough points would have been earned for a qualifying year. Thus, the total of qualifying years would remain at 19. Keep track of your points per anniversary year! For point corrections, contact the NPC (PERS-912) help desk at 1-866-U-ASK-NPC (1-866-827-5672).

### **8. Computation of Reserve Retirement Pay**

Reserve retired pay is computed in the following manner:

- a. Adding up the total number of retirement points earned by the Reservist and dividing by 360. This resultant figure equals the precise number of years of service for Reserve retirement pay computation purposes.
- b. Multiply the number of years of service by .025 (2 ½ percent). Reserve retired pay is computed at 2 ½ percent of active duty basic pay for each year of service. Note that the maximum percentage is 75 percent (0.75).
- c. Take the percentage figure arrived at in step 2 and multiply the result by the average of your highest 36 months of basic pay.

Note: The highest 36 months of basic pay for a service member who transfers to the Retired Reserve at age 60 will normally be the 36 months before age 60. Longevity service will continue and pay raises will continue to accrue. Service members, who elect discharge before age 60, will have their highest 36 months of basic pay based on the date of discharge.

$$(\text{Total Retirement Points}/360) \times 0.025 \times \text{Average Monthly Base Pay} = \text{Monthly Retired Pay}$$

### **9. Notice of Eligibility**

Ordinarily, you will receive an official Notice of Eligibility (NOE) within a year after completion of 20 qualifying years of service, including information on the Reserve Component Survivor Benefit Plan and the necessary option election form. You must return the Option Election form within 90 days of receipt. Before returning it, you need to read and understand the options carefully to ensure that you select the option that best fits your family needs. Some annuity options for the surviving spouse may be greatly reduced or offset by other retirement benefits.

If there is an event in your life that would impact your Option Election (e.g., you get married or divorced after submitting the Option Election), you should contact the NPC (PERS-912) help desk at 1-866-U-ASK-NPC (1-866-827-5672) to amend your election.

#### **10. Application for Retirement and Transfer to Retired Reserve Status**

Applications for voluntary retirement and transfer to Retired Reserve status should be sent in time to reach NPC (PERS-912) between 3 and 6 months in advance of the requested retirement date. Applications should be submitted in the format available on NPC's Web site at [NPC \(PERS-9\) Reserve Retirements](#).

MEMBERS WHO DO NOT POSSESS A NOTIFICATION OF ELIGIBILITY (NOE) FOR NON-REGULAR SERVICE RETIRED PAY SHOULD BE SURE THAT THEY HAVE SUFFICIENT QUALIFYING YEARS BEFORE DISCONTINUING ACTIVE PARTICIPATION TO ENSURE THEY WILL BE ELIGIBLE FOR RETIRED PAY! CALL NPC (PERS-912) HELP DESK VIA THE NPC CUSTOMER SERVICE CENTER AT 1-866-U-ASK-NPC FOR VERIFICATION.

Applications with appropriate endorsements should be forwarded to:

Navy Personnel Command  
PERS-912  
5720 Integrity Drive  
Millington, TN 38054-9120

#### **11. Application for Receiving Non-Regular Retired Pay**

Individuals are responsible for applying to receive retired pay. It is not an automatic process. However, NPC (PERS-912) provides advance notification to members approximately 6 months prior to their eligibility date (at least 60 years of age or established eligibility date prior to age 60 per 10 USC 12731). If a Reservist does not receive the notification within 4 months prior to their eligibility date, the member should either contact NPC (PERS-912) at 1-866-827-5672 or download the forms at [NPC \(PERS-9\) Reserve Retirements](#) and submit within 30 days to allow sufficient time for processing.

## APPENDIX A

### ACRONYMS

<u>ACRONYM</u>	<u>DESCRIPTION</u>
AC	ACTIVE COMPONENT
AD	ACTIVE DUTY
AJPME	ADVANCED JOINT PROFESSIONAL MILITARY EDUCATION
ADOT	ACTIVE DUTY OTHER THAN FOR TRAINING
ADSW	ACTIVE DUTY FOR SPECIAL WORK
ADT	ACTIVE DUTY TRAINING
APPLY	NATIONAL COMMAND AND SENIOR OFFICER (O-5/O-6) NON-COMMAND BILLET SCREENING AND ASSIGNMENT
AQD	ADDITIONAL QUALIFICATION DESIGNATION
ARPR/ASOSH	ANNUAL RETIREMENT POINT RECORD/ANNUAL STATEMENT OF SERVICE HISTORY
AT	ANNUAL TRAINING
BOL	BUPERS ONLINE
BUPERS	BUREAU OF NAVAL PERSONNEL
CNMOC	COMMANDER, NAVAL METEOROLOGY AND OCEANOGRAPHY COMMAND
CNRFC	COMMANDER, NAVY RESERVE FORCES COMMAND
CO	COMMANDING OFFICER
CTO	CAREER TRANSITION OFFICE
DCO	DIRECT COMMISSIONED OFFICER
DOD	DEPARTMENT OF DEFENSE
ESR	ELECTRONIC SERVICE RECORD
FITREP	FITNESS REPORT (EVALUATION REPORT ON E-7 – O-6) (NAVPERS 1610/2)
IDT	INACTIVE DUTY TRAINING
IDTT	INACTIVE DUTY TRAINING TRAVEL
IMAPMIS	INACTIVE MANPOWER AND PERSONNEL MANAGEMENT INFORMATION SYSTEM
IRR	INDIVIDUAL READY RESERVE
JOAPPLY	JUNIOR OFFICER APPLY
JOPD	JUNIOR OFFICER PROFESSIONAL DEVELOPMENT
JPME	JOINT PROFESSIONAL MILITARY EDUCATION
JQO	JOINT QUALIFICATION OFFICER
JQS	JOINT QUALIFICATION SYSTEM
MAS	MOBILIZATION AVAILABILITY STATUS

MILPERSMAN	NAVAL MILITARY PERSONNEL MANUAL
NAVET	NAVY VETERAN
NDAWS	NAVY DEPARTMENT AWARDS WEB SERVICE
NIOC	NAVY INFORMATION OPERATIONS COMMAND
NOBC	NAVY OFFICER BILLET CLASSIFICATION
NOOCS	NAVY OFFICER OCCUPATIONAL CLASSIFICATION SYSTEM
NPC	NAVY PERSONNEL COMMAND
NRQQ	NAVY RESERVE QUALIFICATION QUESTIONNAIRE FOR INACTIVE DUTY PERSONNEL (NAVPERS 1200/2)
NSIPS	NAVY STANDARD INTEGRATED PERSONNEL SYSTEM
OIC	OFFICER IN CHARGE
OMPF	OFFICIAL MILITARY PERSONNEL FILE
OSO	OPERATIONAL SUPPORT OFFICER
OSR	OFFICER SUMMARY RECORD
OSVET	OTHER SERVICE VETERAN
PME	PROFESSIONAL MILITARY EDUCATION
PSR	PERFORMANCE SUMMARY RECORD
RC	RESERVE COMPONENT
SECDEF	SECRETARY OF DEFENSE
SECNAV	SECRETARY OF THE NAVY
SELRES	SELECTED RESERVE
TA	TRANSITION ASSISTANT
XO	EXECUTIVE OFFICER
VTU	VOLUNTARY TRAINING UNIT