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*Senior Leaders  
Handbook  
for  
General Officers*



*August 2009  
General Officer Management Office*



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**ARMY STRONG.**



DACS-GOM

MEMORANDUM FOR THE UNITED STATES ARMY GENERAL OFFICER CORPS

SUBJECT: Senior Leader Handbook

1. This handbook summarizes current laws, Secretarial policies, and Chief of Staff, Army guidance pertaining to general officer promotions, oaths, joint duty, frocking, seniority, tenure, retirements, and training. Section I covers Active Component matters and Section II covers items specific to United States Army Reserve officers. Army National Guard officers should contact the National Guard Bureau General Officer Management Office at (703) 607-3643.

2. As always, we are here to serve you. Please do not hesitate to call if we can be of service in any way.

Very respectfully,

Encl

-Original Signed-  
THOMAS C. SEAMANDS  
COL, GS  
Chief, General Officer  
Management Office

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# **SECTION**

# **I**

# **Active Component**

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As of: 10-Aug-09

## **GENERAL OFFICER POLICIES**

### **1. AUTHORIZED NUMBER OF GENERAL OFFICERS:**

a. The maximum number of officers who may serve in Regular Army general officer grades is prescribed by statute (Title 10 United States Code (U.S.C.), Section 3210). Likewise, the authorized strength of Army general officers on active duty is prescribed by law (Title 10 U.S.C., Section 526). The Army's active duty general officer ceiling stands at 302 since 1 October 1995, plus an additional 5 authorizations not counted against the Army ceiling, for a total of 307. Title 10 U.S.C., Section 525 prescribed that not more than one-half of the Army general officers on active duty are permitted to be in ranks above brigadier general. Accordingly, at no time under the current strength of 307 will the Army have more than 153 officers above the rank of brigadier general.

b. Effective 2 Dec 08, CJCS advanced additional GO headspaces to each Service as part of the transition plan towards establishing the Joint Pool. The Army received 23 of these advanced headspaces (18 new positions + 5 of the CJCS's 12 that were previously distributed to the Army years ago). Adding these 23 new headspaces brings GO authorized strength to 325 (302 + 23). When the net of 18 new headspaces were advanced, OSD stipulated that the Army must have at least 18 officers who are serving in joint billets, with 1 of the officers being AAC (to go to 325, must have an AAC officer serving in a Joint billet).

c. The Joint Pool will be established 1 year after OSD reports to Congress and addresses implementation of additional "joint pool" authorities. After that time, Army GO strengths will be capped based on the numbers indicated for Jun 10. There is a chance that the Army cap could be raised to 230 to reflect the Gansler 5 (225+5 Acquisition Corps), which was approved in the FY09 NDAA. However, when the Joint Pool is implemented, these 5 positions will be included in the Army's 225 end-strength unless they are requested and approved in the FY10 NDAA as additions to the end-strength.

d. The mandated minimum number of Army GOs serving in Joint Pool billets will be 85, plus 5 for contracting, which would equate to a combined strength of 315. The Army's "fair share" for Joint billets is 94, which would equate to a combined strength of 324. However, this number could go higher if the Army wins more than its fair share of Joint assignments.

2. **STATUTORY POSITIONS REQUIRING AN OATH:** Title 10 U.S.C., Sections 3033 to 3040 establishes certain statutory positions requiring an oath of office under Title 5 U.S.C. 3331. These positions are: Chief of Staff; Vice Chief of Staff; Chief of Engineers; Chief of Chaplains; The Judge Advocate General; Deputy Judge Advocate General; The Surgeon General; Chief, Army Reserve; and Chief, National Guard Bureau.

3. **PROMOTION PROGRAMS:** Two general officer promotion selection boards for Army Competitive Category are held annually: the brigadier general board in November and the major general board in February. Separate boards are convened in conjunction with Army Competitive Category officer boards to recommend officers to fill the statutory positions outlined above, and to recommend officers for promotion to brigadier general and major general to fill vacancies in other competitive categories (Judge Advocate General's Corps, Chaplain Corps, and Army Medical Department).

### **4. SELECTION BOARDS:**

a. Boards to recommend officers for promotion to brigadier general and major general are normally convened under the provisions of Title 10 U.S.C., Section 611. Approval of board membership and memoranda of instruction governing all general officer promotion selection and advisory boards rests with the Secretary of the Army.

b. Selection boards are instructed to furnish recommended lists of officers in seniority order. While the Secretary of the Army may delay the submission of a nomination based on a pending investigation or other adverse information, only the President may remove a

name from the report of a selection board. However, should the Senate fail to give its advice and consent to the promotion of an officer, the officer's name is removed from the recommended list.

5. ZONES OF CONSIDERATION AND PROMOTION LISTS:

a. An officer may be considered for promotion to brigadier general after completion of one year time-in-grade as a Colonel and for promotion to major general after completion of one year time-in-grade as a brigadier general.

b. When the board report of a promotion selection board, convened under Title 10 U.S.C., Section 611, is approved by the President or his authorized designee, the names of the officers recommended are placed on a single promotion list for that competitive category in the order of their seniority on the active duty list. Public announcement of a general officer promotion list is made only after Presidential approval of the list.

c. Officers on a promotion list for a competitive category shall be promoted following Senate confirmation to the next higher grade when additional officers in that grade and competitive category are needed. Promotions shall be made in the order of sequence numbers and after officers previously selected for promotion in that competitive category have been promoted or retired.

6. JOINT DUTY:

a. Full Tour of Joint Duty. The joint duty tour length requirement for General/Flag Officers (G/FO) is two years unless a tour length waiver is approved by the Secretary of Defense or his designated representative.

b. General/Flag Officer Joint Duty Assignment (JDA) Credit for frocked G/FO. To receive full credit for a joint G/FO tour, an officer frocked to the grade of brigadier general must be serving in a joint G/FO billet and must serve at least one full day in the G/FO JDA as a promoted (not frocked) brigadier general.

c. JQO Promotion Prerequisite. An officer on the active duty list may not be promoted to brigadier general unless the officer has been designated a JQO (i.e. successfully completed JPMEII Training and received credit for completing a JDA or Joint Experience points. The Secretary of Defense may waive this JQO requirement, on a case-by-case basis, for the following reasons:

(1) Good of the Service. If this waiver is granted, the officer must meet the criteria to be designated a JQO prior to his/her promotion date to BG. Note that while provided for in law, the Service Secretary must specifically justify why selection of an officer who requires a good of the Service waiver was exceedingly necessary. Accordingly, these waivers are strongly discouraged and will be exceedingly rare.

(2) Professional. Available to officers whose military occupational specialties are medical officer, dental officer, veterinary officer, medical service officer, nurse, biomedical science officer, chaplain or a judge advocate.

(3) JDA prior to 1 January 1987. Available to an officer who served in a JDA that began prior to 1 January 1987 and for a duration not less than 12 months.

(4) Scientific and Technical. Available to officers whose selection is based primarily on scientific and/or technical qualifications for which joint duty requirements either do not exist, or are extremely limited. Officers receiving scientific and technical waivers must serve continuously in the specialized field or serve in a JDA before reassignment to a non-scientific and technical position. Specialized Fields include: Chemical, Engineer, Acquisition, Aviation Maintenance, Comptroller/Finance, Military Police, Missile Maintenance, and Ordnance. Those officers selected for promotion in scientific and technical or professional fields are excluded from this requirement.

d. Attendance at CAPSTONE. Within two years of Senate confirmation of the selection for promotion to the rank of brigadier general, all officers must attend the CAPSTONE course at the National Defense University. This course is designed specifically to prepare new G/FOs to work in the joint environment. The Secretary of Defense may waive CAPSTONE attendance for the following reasons (waivers are extremely rare):

(1) If the officer's assignment immediately before selection for promotion to brigadier general (does not include assignment at the time of selection) was a JDA and the officer is thoroughly familiar with joint matters.

(2) When necessary for the Good of the Service.

(3) In the case of an officer whose selection for promotion is based on scientific and technical qualifications for which joint requirements do not exist.



(4) In the case of a medical officer, dental officer, veterinary officer, medical service officer, nurse, biomedical science officer, or chaplain.

7. FROCKING POLICY: The practice of “frocking” is governed by Department of Defense Directive 1334.2, 12 February 2002, subject: Frocking of Commissioned Officers and paragraph 6-1, AR 600-8-29, 25 February 2005, subject: Officer Promotions. Officers may be frocked in general officer grades only when selected for promotion to the next higher general officer grade, confirmed by the Senate and serving in a position authorized the next higher grade. By law and Secretary of Defense allocation of authorizations, the Army has a total of 29 frockings for one- and two-stars; frockings are not authorized for three- and/or four-stars. The Secretary of Defense must notify the Senate of approval to frock an officer; this notification must be made at least 30 days prior to the date of frocking. Frocking does not entitle the officer to the pay or allowances of the higher grade, nor does it invest an officer with authority to perform any function which law or regulation requires to be performed by an officer who actually holds the higher general officer grade. A full list of conditions pertaining to frocking is contained in the references mentioned earlier.

8. SENIORITY: Under the provisions of Title 10 U.S.C., Section 741(d)(2), an officer’s date of rank is their date of appointment (effective date) to that grade. Thus, all officers promoted on the same day, e.g., 1 January 2001, will share the same date as a common date of rank. Seniority or precedence among officers who have the same date of rank is determined by date of selection for promotion to that grade, date of rank in the previous grade, followed by seniority in the previous active duty grades and then by the length of active commissioned service, by length of total federal commissioned service, by date of appointment as a commissioned officer (USMA graduates appointed the same day and have all previous dates of rank the same, will be rank ordered according to their USMA class standing), date of birth, and finally by alphabetical order (DoD Directive 1310.1; AR 600-8-29). Since frocking does not vest the officer concerned with the rank of the higher grade, no date of rank is established. To solve the obvious practical protocol difficulties associated with this practice, frocked general officers are junior to all “promoted” general officers of that grade, but, for ceremonial purposes only, are considered senior to all officers of their actual grade. Frocked generals should rank among themselves according to sequence number on the promotion list to their new grade.

9. VOLUNTARY RETIREMENT:

a. The Secretary of the Army may, upon the officer’s request, retire an officer with at least 20 years active Federal service, at least 10 years of which have been active service as a commissioned officer.

b. To be eligible for voluntary retirement in the grade held, brigadier generals through generals must have served on active duty in their respective grades not less than three years (Title 10 U.S.C., Section 1370(a)(2)(A)). The Secretary of Defense may waive the three-year time-in-grade requirement in instances where the general officer concerned has at least two-years time-in-grade. In individual cases involving extreme hardship or exceptional or unusual circumstances, the President may waive the three-year time-in-grade requirement for general officers with less than two-year time-in-grade.

c. Subject to the time-in-grade requirement described above, upon retirement, an officer who is serving in or has served in the rank of general or lieutenant general may, upon certification by the Secretary of Defense to the President and Congress of satisfactory service in that grade, be retired in that grade.

d. An officer whose length of service in the highest grade held while on active duty does not meet the time in grade requirements specified above may be voluntarily retired in the next lower grade in which the officer served on active duty satisfactorily, for not less than six months, as determined by the Secretary of the Army.

e. The Judge Advocate General’s Corps.

(1) To the maximum extent possible, The Judge Advocate General and Deputy Judge Advocate General will be selected, serve concurrent four-year terms, and retire at the same time.

(2) Whenever this rotation is disrupted due to exceptional circumstances (e.g., death or early retirement), necessary adjustments in tour lengths will be made to achieve simultaneous selection as soon as practicable, giving due consideration to allowing each officer to obtain the necessary time in grade (including any applicable waivers) to retire in the grade held.

(3) A general officer of the Judge Advocate General’s Corps who holds the regular grade of brigadier general is expected to request voluntary retirement upon the later of attaining four years in grade or being considered (after serving at least one year as a brigadier general), but not selected, for appointment as The Judge Advocate General or The Assistant Judge Advocate General.

(4) A general officer of the Judge Advocate General’s Corps serving in grade as a lieutenant or major general in any position is expected to request voluntary retirement upon completion of four years in that grade, even if the officer is not required by law to retire, unless specifically requested by the Secretary of the Army to remain.

f. The Army Medical Department (AMEDD).

(1) The Surgeon General will be selected to serve a four-year term, and is expected to request voluntary retirement upon completion of the assignment.

(2) AMEDD brigadier and major generals are expected to request voluntary retirement upon completion of four years time-in-grade or consideration, but non-selection, for the Surgeon General, whichever is later.

(3) AMEDD general officers who have not been required sooner to retire upon reaching maximum years of service or grade, are expected to request voluntary retirement upon reaching age 62, even if at that time, such officers have not yet reached maximum years of service or completed the tour of duty for which appointed.

(4) AMEDD major generals are expected to request voluntary retirement upon completion of 35 years Active Commissioned Service, provided the officer has not already reached the maximum time-in-grade or maximum age as indicated in item ten below. AMEDD brigadier generals are expected to request voluntary retirement upon completion of 30 years of Active Commissioned Service, provided the officer has not already reached the maximum time-in-grade or maximum age as indicated below.

g. The Army Chaplains Corps.

(1) The Chief of Chaplains will be selected to serve a four-year term and is expected to request voluntary retirement upon completion of the assignment.

(2) The Deputy Chief of Chaplains will be selected to serve a four-year term, and if not selected for the Chief of Chaplains, is expected to request voluntary retirement upon completion of the assignment.

(3) If not retired earlier, the Secretary of the Army may defer the retirement under Title 10 U.S. C. 1253 of an officer who is the Chief of Chaplains or Deputy Chief of Chaplains beyond age 62. Such a deferment may not extend beyond the first day of the month following the month in which the officer becomes 68 years old.

(4) General officer Chaplains who have not sooner been required to retire upon reaching maximum years of service, are expected to request voluntary retirement at age 62, even if at that time such officers have not yet reached maximum years of service or completed the tour of duty for which appointed.

10. MANDATORY RETIREMENT: By statute, Regular Army officers must retire at the following points of service:

a. An officer whose Regular Army rank is brigadier general, who is not on a list of officers recommended for promotion to Regular Army major general, shall, if not earlier retired, be retired on the first day of the first month beginning after the date of the fifth anniversary of the appointment to that rank or on the first day of the month after the month in which the officer completes 30 years of active commissioned service, whichever is later (Title 10 U.S.C., Section 635).

b. An officer whose Regular Army rank is major general shall, if not earlier retired, be retired on the first day of the first month beginning after the date of the fifth anniversary of the appointment to that rank or on the first day of the month after the month in which the officer completes 35 years of active commissioned service, whichever is later (Title 10 U.S.C., Section 636).

c. A Regular Army officer serving in the temporary rank of lieutenant general shall, if not earlier retired, is subject to the mandatory retirement rules established for officers serving in the rank of major general set forth above, except that the number of years of active commissioned service applicable to the officer is 38 years while the officer retains the rank of lieutenant general.

d. For a Regular Army officer serving in the rank of general, if not earlier retired, be retired on the first day of the first month beginning after the date of the fifth anniversary of the appointment to that rank or on the first day of the month after the month in which the officer completes 40 years of active commissioned service, whichever is later (Title 10 U.S.C., Section 636). The number of years of active commissioned service applicable to the officer is 40 years while the officer retains the rank of general.

e. Each general officer is required by U.S.C. Section 1253(a) to retire on the first day of the month following the month in which the officer becomes 64 years of age.

11. DEFERRAL OF RETIREMENT:

a. An officer subject to retirement under Title 10 U.S.C., Section 635 or 636, who is serving as a brigadier general or major general may, subject to the needs of the service, have the retirement deferred and be continued on active duty by the Secretary of the Army (Title 10 U.S.C., Section 637). Any deferral of retirement and continuation on active duty shall be for a period not to exceed five years, but such period may not extend beyond the date of the officer's sixty-fourth birthday.

b. An officer subject to retirement under Title 10 U.S.C., Section 635 or 636, who is serving in a rank above major general may, subject to the needs of the service, have the retirement deferred and be continued on active duty by the Secretary of Defense until 66 and the President until 68 (Title 10 U.S.C., Section 637). Any deferral of retirement and continuation on active duty shall be for a period not to exceed five years, but such deferment shall not extend beyond the first day of the first month following the month in which the officer becomes 64 years of age. No more than ten such deferments beyond age 64 (Secretary of Defense approves deferments beyond age 66 and President approves deferments beyond age 68) may be in effect at any one time.

## MISCELLANEOUS GENERAL OFFICER INFORMATION

1. SERVICE ON DA SELECTION BOARDS: The Secretary of the Army and the Chief of Staff, Army consider service on boards as one of the most important duties a general officer can render. The General Officer Management Office (GOMO) receives requests for approximately 200 general officers to serve on boards in Washington, DC; Indianapolis, Indiana and St. Louis, Missouri each year. These boards vary in duration from a few hours up to eight weeks. Although a general officer's absence from their unit or agency causes turbulence, it is important to have geographical, branch, and command representation on each board. Because of this, nearly all general officers will have the opportunity to serve on a board.
2. GENERAL OFFICERS' COMPENSATION FOR MANAGEMENT OF NON-FEDERAL ENTITIES: Department of Defense policy limits compensation paid to general officers who, in their personal capacities, serve as officers or sit on boards of Non-Federal Entities (NFE). The policy prohibits general officers from being compensated for serving as an officer or member of a board of a NFE. The policy provides an exception for closely-held family entities and management of professional associations. Exceptions require prior approval by the Secretary of the Army. Requests for an exception should be addressed to the Secretary of the Army through command channels and through the Army General Counsel, ATTN: SAGC-EF.
3. OFFICER AIDES (AR 614-100): General officers authorized an officer aide may either select the aide from within their command or request aide nominations from the Officer Personnel Management Directorate (OPMD), HRC. On request, the Officer Distribution Branch, OPMD (DSN 221-5196 or commercial (703) 325-5196) will assist with the identification process by providing a list of prospective candidates. Current reassignment policies will be followed when selecting and formally reassigning (PCS) an aide-de-camp.
4. ENLISTED AIDES: As determined by the Chief of Staff, Army, certain general officers are authorized enlisted aides as part of their personal staffs. GOMO manages the allocations for enlisted aides approved by the Chief of Staff, Army. The Army has 81 enlisted aide allocations. The Quartermaster Branch, Enlisted Personnel Management Division (EPMD), HRC, nominates qualified soldiers for such positions, and makes their assignments. Allocations are often reviewed and changes are approved by the Chief of Staff, Army. The enlisted aide assignment manager can be contacted at the Quartermaster Branch at (703) 325-0276 or DSN 221-0276.
5. TRAVEL OF AIDES: When travel is by Air Mobility Command or commercial air, aides or personal assistants should not accompany general officers unless their presence is essential to the accomplishment of the military mission. This restriction is intended to include executive officers, recorders and others. Activities and units to be visited are expected to provide necessary escorts and administrative support. This Secretary of the Army policy does not pertain to four-star generals.
6. PHYSICAL EXAMINATIONS (AR 40-501): IAW AR 40-501, para 8-20d(1), general officers on active duty will undergo a periodic health assessment annually and a physical medical examination every two years. A copy of the DD Form 2807-1 and DD Form 2808 must be forwarded to GOMO to have the ORB updated and to be placed in the Career Management Information File (CMIF).
7. SPECIAL EQUIPMENT (AR 725-1): Immediately following confirmation by the Senate of the selection of an individual for promotion to brigadier general or of general officers confirmed for promotion to higher grades, certain special equipment issue actions take place. **The GO or their staff must initiate all contact to these agencies.**
  - a. A general officer "kit" consisting of national and distinguishing general officer flags (indoor and outdoor), flag cases, flag staffs, automobile plate, and buckle under separate cover, is issued by the Clothing and Heraldry Product Support Integration Directorate in Philadelphia. This Activity may be contacted at (215) 737-2521 or DSN 444-2521 (FAX: DSN 444-2549), by mail to Mrs. Kimm Arnold, TACOM-ILSC, Clothing and Heraldry Product Support Integration Directorate, 700 Robbins Avenue, PO Box 57997, Philadelphia, PA 19111-7997 or by sending an email to kim.arnold@dla.mil. Upon confirmation to 2-star or above, issue consists of distinguishing flags (outdoor and indoor) and automobile plate.
  - b. The general officer belt will be sent only after the officer's waist measurement is provided by telephone or fax. The point of contact for belts may be reached at DSN 444-2521 or (215) 737-2521. Allow four to six weeks for delivery. Special fittings and issue also take place annually at ASLDP-Basic as it applies. Wear of the general officer belt and buckle is optional and is not governed by regulation.
  - c. After retirement, a general officer may purchase additional general officer accessories by sending a request with a check or money order made payable to: "OP LOC ROCK ISLAND" to the Clothing and Heraldry PSID address above. Coordination may be made directly with Mrs. Kimm Arnold via email or telephone as listed above.
  - d. The pistol and holster will be issued, on a loan basis, from the Director, United States Army Tank-automotive and Armaments Command, ATTN: AMSTA-LC-WSL (Ms. Son Hye McClure), Rock Island, IL 61299-7630. Ms. McClure's phone number is DSN 793-1726 or commercial (309) 782-1726; fax extension is 2560; email address is: sonhye.mcclure@us.army.mil. Once Senate confirmation

has been obtained, the officer must send an email message to [ROCK-TACOM-GO-PISTOL@conus.army.mil](mailto:ROCK-TACOM-GO-PISTOL@conus.army.mil), Subject: "Requesting a General Officer Pistol." The request must include: full name, SSN, email address, shipping address, telephone number (both commercial and DSN). Upon receipt of the request, TACOM will start the process on issuing the weapon. General officers should not contact GOMO concerning the status of their pistols. General officers have an option to purchase their holster and pistol at retirement at a price well below market value. The request form for purchasing your pistol is located on our site <https://www.gomo.army.mil/Ext/Portal/FAQAnswer.aspx?QuestionID=22>.

8. **STATIONERY ITEMS**: Upon confirmation of selection to brigadier general, each general officer-designee may request to receive a "Promotion Package" from the United States Army Publications Distribution Center in St. Louis, Missouri. An initial issue of one-star stationery items, including 250 invitations, 250 place cards, 500 sheets of notepaper, and matching envelopes, will be received. Refills are available upon request to the Commander, USA Publications and Distribution Center, 1655 Woodson Road, St. Louis, Missouri 63114. General officers may request general officer stationery by writing to the Publications Center at the address above or by facsimile (DSN 693-7395). General officers can send an email to Ms. Ida Amlette and ask for stationery by email rather than fax. Her email address is [ida.amlette@us.army.mil](mailto:ida.amlette@us.army.mil). Her office's contact number is (314) 592-0900 ext 8254. Blank and single (unmarried) invitations are also available upon request. The notepaper designed for laser printers (no wax on the flag) is currently available; when placing an order please specify that you have a laser jet printer. Public Law, Title 44 US Code, Section 1102 and 1118 precludes the reissue of stationery to retired general officers. Further, such stationery cannot be obtained on a reimbursable basis. Instead, the officer may have general officer stationery printed at a commercial firm of choice at the officer's own expense.

9. **GENERAL OFFICER ROSTERS**: A general officer roster is published monthly. The public roster may be downloaded from the GOMO website at <https://www.gomo.army.mil>. The General Officer Roster that contains email addresses, nicknames, and spouse names can be found on the Senior Army Leader Page. The link for this page is on AKO's homepage under "My Announcements."

10. **GENERAL OFFICER RESUMES**: GOMO prepares a career resume for each active duty general officer and promotable colonel. Copies of career resumes for all active duty general officers are available from GOMO. They may also be downloaded from the GOMO website at <https://www.gomo.army.mil>. Changes to GO resumes are made by GOMO for each change of duty and promotion. Additionally, they are reviewed annually as part of the GO's birth month audit. Changes from the field may be sent to [gomo@us.army.mil](mailto:gomo@us.army.mil) for action.

11. **GENERAL OFFICER PHOTOS**: Official general officer photographs, as described in AR 640-30, Photographs for Military Personnel Files, are 8 x 10 inches, head-and-shoulders color portraits in class "A" uniform or Army Service Uniform. Photo sittings may be arranged in the Pentagon by contacting DSN 227-2060 or commercial 703-697-2060, or local audio-visual activities can assist for those outside Washington, DC. Photos should be updated upon selection for promotion to brigadier general and upon any future selection for promotion. A digital copy (300 ppi or better and in JPEG Format) should be emailed to [gomo@us.army.mil](mailto:gomo@us.army.mil) within 60 days following announcement of the promotion list.

12. **FINANCIAL DISCLOSURE**: Public Law 95-521, The Ethics in Government Act of 1978, requires newly promoted brigadier generals to submit a Financial Disclosure Statement (SF 278) within 30 days after the date of promotion. After that, there is a requirement to file annually. General officers should consult their ethics counselors and review DoD 5500.7-R (Joint Ethics Regulation) for additional information on this subject.

13. **AUTOMATION**:

a. All General Officer announcements, "CSA Sends" messages, and other important information are provided to general officers through electronic mail. Electronic mail provides the fastest method of keeping general officers up-to-date anywhere in the world. AKO email accounts should be the standard accounts and should be auto-forwarded to local installation email accounts.

b. The Public GOMO website can be accessed by logging on to the Army Knowledge Online (AKO) homepage under the "Quick Links." Current copies of the General Officer Roster, resumes, and announcements are available for download here. AKO's homepage also houses the Senior Army Leadership Page (SALP), which contains the latest information from the Chief of Staff, Army and Secretary of the Army for colonels, general officers, and senior executive service civilians. General officers are automatically granted access to this site using a single log-on to AKO. Senior leaders are often directed to this site for sensitive pre-positioned information.

c. GOMO encrypts most email correspondence with the GO Corps. Any document requested for or by a GO (e.g. ORB, resume, orders, etc.) must also be transferred via encrypted mail. This directive does not include public assignment announcements or admin messages, which will continue to be emailed "in the clear" from the GOMO account ([gomo@us.army.mil](mailto:gomo@us.army.mil)). Encrypted email requires a Common Access Card (CAC) and a card reader with a PKI certificate associated with an AKO email account. Upon every promotion, a general officer will need to get an identification/CAC which will reflect his/her new rank as well as a new digital signature and certificates. However, it is very important to consult local Directors of Information Management (DOIMs) before doing so, as any email encrypted with an old CAC will no longer be accessible. All previous email must be decrypted before changing a CAC. Once a general

officer has obtained a new CAC, he/she must email a digitally signed message to sheila.mcknight3@us.army.mil to ensure receipt of encrypted email with the most recent PKI (encryption) certificate. For assistance, local automation support offices should contact the SET-D (PKI and Common Access Card Proponency office) at Toll Free 1-866-738-3222 or DSN 327-4004.

d. All general officers are required to maintain two-way wireless email communications for non-sensitive communications. If they do not currently have a two-way wireless email device, they will need to purchase at government expense a G-6/ NETCOM approved device. The selected service should be National, International, or Global. Before buying a two-way wireless device, general officers should: 1) check with their office Email (NIPRNET) providers (at most installations this is the DOIM) to ensure that they can support the two-way wireless device; and 2) check with local wireless communications providers to ensure that they can support the two-way wireless device. To order the wireless device, use the following Blanket Purchase Agreements: Network Enterprise Technology Command (NETCOM), POC: Mr. Ronald Godfrey, NETCOM, Enterprise Systems Technology Activity (ESTA), phone: (520) 538-8027 [DSN 879]; email: ronald.godfrey@us.army.mil.

14. GENERAL OFFICER BILLETING IN THE WASHINGTON, DC AREA: There are several Distinguished Visitor Quarters (DVQ) options in the Washington, DC area: The closest DVQ to the Pentagon is Wainwright Hall located on Fort Myer. One may make reservations for Wainwright Hall by calling at commercial (703) 696-3576 or DSN 426-3576 or HQDA Protocol at commercial (703) 697-0692/3 or DSN 227-0692/3. However, be aware that at Wainwright Hall, like most DVQs, rank has its privileges and the staff will bump lower-ranking generals to accommodate higher-ranking generals. An alternative to Fort Myer is the DVQ at Andrews Air Force Base. An officer may make reservations for Andrews by calling the Andrews Protocol Office at DSN 857-5434/5433 or Commercial (240) 857-5434/5433. Another alternative is Fort Belvoir, where there are thirteen DVQ rooms located in the Officers' Club building. If the DVQ rooms are full, there are also regular BOQs available which are considerably less expensive than commercial hotel facilities in this area. Call Fort Belvoir billeting office at commercial (703) 704-8600/2307 or toll-free at (800) 295-9750 to make reservations.

15. HISTORICAL PAPERS: General officers help make the Army's history. Their personal papers reflect those contributions. To preserve that history, general officers are encouraged to maintain a collection of their personal papers, as well as duplicate copies of their official papers. Papers that provide the basis for decisions are especially important. After assuring that the Federal Records Act for preserving office files is observed, general officers are urged to take their personal papers and duplicate official papers to each successive tour. Upon retirement, general officers should consider donating their collected works to the US Army Military History Institute, Carlisle Barracks, Pennsylvania 17013-5008. The Institute can accept both classified and unclassified material. This agency, the Army's official central repository for historical material, may be contacted at DSN 242-3601 (unclassified) or DSN 242-3631 (classified).

16. FUNERAL SUPPORT: GOMO is responsible for coordinating identifying a general officer (or, as a Chief of Staff-approved exception to policy, a promotable colonel may be called upon in rare circumstances) to serve as the CSA's general officer representative and the Army's Senior Officer-in-Charge at all funeral services for Soldiers who have died in support of the Global War on Terrorism (GWOT) (OEF/OIF), unless the family objects.

As the CSA's general officer representative, the general officer is an official ambassador for our Army – to demonstrate that we care; that the service of our fallen comrade was important; and that the Soldier's unit and the Army will not forget. Every member of the family will care deeply about the loss of their family member and will desire a ceremony that reflects a fitting final tribute.

As the Chief of Staff's general officer representative and the Army's Senior Officer-in-Charge, the general officer has the responsibility to ensure that all aspects of the military funeral support, to include the conduct of military funeral honors and posthumous award presentations, are executed in a dignified, respectful, and professional manner in keeping with the family's wishes. Upon notification of Funeral or Memorial Service duty, a general officer, or a POC, should contact the Casualty Assistance Officer (CAO) to gain background information about the family and/or determine if there are any special requests from the family. Casualty and Memorial Affairs Operations Center (CMAOC) will facilitate contact to CAOs by providing GOMO with available contact information. General officers may also contact CMAOC directly at (703) 325-2143 or DSN 221-2143 or email peddopn@conus.army.mil. General officers can also make contact with the U.S. Army Recruiting Command POC to obtain information about the local situation and to coordinate any on-the-ground assistance requirements.

While many reasons for unavailability are understood, please reconfirm with your staffs the importance of this solemn mission and sensitize them to the significant nature of the CSA funeral request.

## GENERAL OFFICER TRAINING

1. ARMY GENERAL OFFICER TRAINING: General Officer training is a Chief of Staff, Army priority. Accordingly, each general officer must take an active role in his or her professional development, and GOMO is committed to help by obtaining and offering training opportunities. The General Officer Training Program managed by GOMO is the most comprehensive flag officer training program in the Department of Defense.

a. The focal point of Army GO Training is the Army Strategic Leadership Development Program (ASLDP). Officers must attend the ASLDP-Basic course upon selection to BG. They attend the ASLDP-Intermediate course as a senior BG, and the ASLDP-Advanced course as a MG. The ASLDP-Senior is focused training established for officers upon appointment to Lieutenant General and tailored to first assignment. The ASLDP-Executive is focused training established for officers upon appointment to General.

b. In addition to ASLDP, multiple other training courses exist for General Officers. These training courses are broken down into three categories: required, recommended by position/rank, and optional.

### 2. ARMY STRATEGIC LEADERSHIP DEVELOPMENT PROGRAM:

a. *Army Strategic Leadership Development Program – Basic (ASLDP-B)*

**Offered:** Annually      **Location:** Washington, DC area

This is a mandatory training event hosted by the Chief of Staff, Army, for all officers, Active and Reserve Component, selected for promotion to BG by the most recent board. The conference assists in the transition to generalship by offering discussion and insight on the strategic, operational, and individual issues associated with generalship. Attendees are provided an understanding of the strategic leadership required of general officers; general officer personal and professional responsibilities; general officer professional development; and the goals, status, and major issues of current Army programs. Spouses are invited to attend training.

b. *Army Strategic Leadership Development Program-Intermediate (ASLDP-I)*

**Offered:** Quarterly      **Location:** UNC, Chapel Hill

The second component of the ASLDP – continues the education of Army senior leaders to be strategic leaders by providing awareness of the necessary skill sets to be “strategic leaders of change” and managers of the Army institution/enterprise in order to achieve the Army vision as they continue to educate themselves and pursue their professional military duty in service to the Nation. Officers attend ASLDP-I as a senior BG or approximately 18 months after the Basic Course.

c. *Army Strategic Leadership Development Program - Advanced (ASLDP-A)*

**Offered:** Quarterly      **Location:** Various Locations

The purpose of the Advanced Course is to continue the development and education of Army strategic leaders to lead the Army in mastering transitions through the next decade and beyond in order to realize the Army vision.

d. *Army Strategic Leadership Development Program - Senior (ASLDP-S)*

**Offered:** As needed      **Location:** Pentagon

ASLDP-S is focused training established for officers upon appointment to Lieutenant General and tailored to the first assignment. Training dates will be established upon confirmation to LTG.

e. *Army Strategic Leadership Development Program - Executive (ASLDP-E)*

**Offered:** As needed      **Location:** Pentagon

ASLDP-E is focused training established for officers upon appointment to General and tailored to the first assignment. Training dates will be established upon confirmation to GEN.

### 3. REQUIRED TRAINING:

a. *CAPSTONE*

**Offered:** Quarterly      **Location:** Fort McNair (weeks one and six); CONUS installations (weeks two and three); OCONUS (weeks four and five)

CAPSTONE is congressionally mandated (Title 10 U.S.C) for all Active Component BG selectees and must be completed within approximately two years of Senate confirmation of selection for promotion to BG. This six-week course is conducted by the National

Defense University and offers a clear perspective of joint and combined operations. CAPSTONE consists of extensive travel to unified, specified, and combined commands worldwide. Spouses are invited to accompany sponsors for week six. This course is optional for Reserve Component GOs and is coordinated through their respective GOMOs.

b. *Senior Executive Diversity Awareness Training (SEDAT)*

**Offered:** Quarterly      **Location:** Washington, DC

This training is mandatory for all officers who are selected for promotion to brigadier general. Training is to be completed within one year of selection for the Active Component and within two years for the Reserve Component. This training is run in conjunction with the ASLDP-Basic course.

c. *The Army Senior Leader Communicator Workshop (PAO)*

**Offered:** As needed      **Location:** Washington, DC

This course is a mandatory requirement for all general officers. This course is a one-on-one training session conducted by the Army Public Affairs Office to help general officers master the skills necessary to deal successfully with both the media and the public. These sessions not only build persuasiveness, but also expand virtually every participant's "media Comfort zone."

d. *Force Integration Course for Senior Leaders (FICSL)*

**Offered:** Quarterly      **Location:** Fort Belvoir, Virginia

FICSL is required by the Chief of Staff, Army for all officers who are selected for promotion to brigadier general. The course is designed to familiarize senior level military and civilian personnel with the how to and why of determining force requirements and capabilities. The course examines alternative means of resourcing requirements in order to accomplish Army functions and missions as related to their executive-level management positions within the joint/combined arena.

e. *Enabling Battle Command Workshop (EBCW)*

**Offered:** Quarterly      **Location:** McLean, Virginia

The course is designed to provide Senior Leaders insights and understanding of critical technological enablers that they will use on a continual basis in this period of transformation from the current Digitized Division to the Future Combat System (FCS)/Objective Force (OF). The workshop focuses on the networked information systems and technologies that play an integral part in the Army's transformation from the current to the modular force. It acquaints attendees with the technologies that make the "Network" happen while providing an in-depth understanding of its true power. The workshop provides the "Warfighter" the technical background needed to understand the employment of Battle Command.

f. *General Officer Transition Course (GOTC) (five days)*

**Offered:** Quarterly      **Location:** Washington, DC

The Chief of Staff, Army requires general officers appointed to the grade of general and lieutenant general to attend the GOTC within one year of their appointment. Major and brigadier generals with at least two years time in grade who have not attended the course must also attend as soon as possible. Others may attend based on availability of seats. The course is intended to prepare general officers for transition into the private sector well before their retirement. The course is designed to provide general officers and their spouses with comprehensive training on determining private sector objectives and developing the skills and strategies needed to reach those objectives. Due to policy restrictions, GOMO is not able to fund spouse travel and per diem for the GOTC. Spouses are, however, strongly encouraged to attend. Benefit from this course is maximized when both the general officer and spouse attend.

4. RECOMMENDED BY POSITION/RANK:

a. *The Joint Flag Officer Warfighting Course (JFOWC)*

**Offered:** Semi-Annually      **Location:** Air University, Maxwell Air Force Base, Alabama

JFOWC is required by the Chief of Staff, Army for division commanders, combat arms center commanders and combat training center commanders within six months of taking command. This two-week course was developed at the initiative of the Service chiefs, is jointly sponsored by the Army and Air Force, and is considered the premier training course for joint warfighting. Each Service chief and a majority of the serving Combatant Commanders make presentations at the course.



b. *Joint Forces Land Component Commander Course (JFLCC) and Combined Forces Land Component Commander Conference (CFLCC)*.

**Offered:** Tri-Annually **Location:** Army War College, Carlisle Barracks, Pennsylvania

The course focuses on preparing senior officers to function effectively as Land Component Commanders. The course intent is to prepare Army GOs and other senior leaders to function in the joint, combined/multinational, and interagency environment, formulate, and execute land-centric operations that provide Combatant Commanders the capabilities to achieve rapid, decisive and sustained land dominance that is critical to effective national policy accomplishment. Under the direction of a senior mentor team (retired GENs or LTGs who have served as a C/JFLCC), this seminar-based course will challenge senior officers to examine the key elements of forming and executing functional land component commands at the theater/operational levels in support of the Joint Force Commander. The CFLCC conference is a multinational variant form of the Joint Force Land Component Commander course.

c. *General Officer Legal Orientation Course (GOLO)*

**Offered:** As needed **Location:** Charlottesville, Virginia

The Chief of Staff, Army has made the GOLO Course a mandatory training requirement for all general officers in billets, and for those pending assignments to billets, where they will exercise General Courts Martial convening authority. The course is offered on an as-needed basis by The Judge Advocate General School in Charlottesville, Virginia. The course is one day in length and is tailored to provide pertinent legal guidance for senior leaders based on their specific position and responsibilities.

d. *General Officer Senior Commander Course (GOSCC)*

**Offered:** Quarterly **Location:** Fort Belvoir, Virginia

The Chief of Staff, Army has made the GOSCC a mandatory training requirement for all Installation Commanders and Army Command staff principals with installation responsibilities. It is optional for all others on a space available basis. The course covers a wide variety of topics including: labor relations, budget cycle, relations with civilian government, facilities and infrastructure, environment, mobilization, and MWR topics. It is required within two months of assignment to the respective position.

e. *Aviation Safety Course*

**Offered:** As needed **Location:** Fort Rucker, Alabama

The Aviation Safety Course is a one-day mandatory training requirement for division commanders, assistant division commanders and general officers with Aviation Assets conducted at Fort Rucker, Alabama. The course, a cooperative effort between the Army Aviation and Safety Centers, highlights current safety problems and provides tools for effective aviation safety management.

f. *Iraq or Afghanistan Language and Cultural Awareness Training*

**Offered:** Weekly **Location:** Washington, DC

The course has been specifically designed for General Officers who will be traveling to or working in Iraq or Afghanistan. The course objectives are to give the individual the ability to use the language for the purposes of travel, seeking accommodations, getting around, ordering food and drink and attaining personal care and services. In addition the program of study will include recognition of military ranks, common courtesies and cultural pitfalls.

g. *Pinnacle: (five days)*

**Offered:** Semi-Annually **Location:** Fort McNair, Washington DC/Joint Forces Command, Norfolk, Virginia

This course is mandatory for three-star general officers in certain billets selected by the Joint Staff. The course is designed to prepare senior General/Flag Officers for senior political-military positions and command of joint and coalition forces at the highest level. It is designed to sensitize General/Flag Officers to the environment in which they are about to enter as well as foster understanding of national and international objectives, policies, and guidance.

## 5. OPTIONAL TRAINING:

a. *The National Security Studies Program* is a DoD sponsored course designed for policy-level senior executives up to and including those at the Deputy Assistant Secretary/Defense Agency Director levels and equivalents and is held in Washington, DC. The program is sponsored by George Washington University and focuses on decision-making skills, the psychology of crisis management and stress, and their effects on the nature and quality of national security decisions and policies.

(1) *Defense Policy Seminar (3 Days)*: Provides participants a simulation exercise based on a real world scenario that will strengthen the twenty-five participants' knowledge of and capacity for crisis management and decision-making in a complex and fast-paced

environment. The Seminar will be conducted in real time, will demand situational decision-making, and will incorporate appropriate levels of urgency.

(2) *Executive Course on National and International Security (10 days)*: Provides participants with a systematic, rigorous examination of the three 'concentric circles' that make up the U.S. defense environment, the inner circle (the executive branch, interagency cooperation), the next circle of the wider policy community (Congress, the media, public opinion etc.), and the final circle of the international community. The course includes an appropriate field trip. The foundational knowledge about the total defense environment will then be embedded through a simulation exercise that brings all these factors into play.

b. *Joint Force Air Component Commander Course (JFACC) and Combined Forces Air Component Course (CFACC)* are senior officer-level professional military education courses hosted semi-annually by the US Air Force and sponsored by all Services. The course is designed to prepare potential JFACCs for responsibilities of theater-level combat leadership. The attendees study warfighting, military doctrine, and the application of unified, joint, and combined combat forces with particular emphasis on air and space power employment in theater-level operations. The attendees will focus on the vertical and horizontal integration of air and ground assets while discussing ways to shape future operations on the battlefield. The annual CFACC conference is a multinational variant form of the Joint Force Air Component Commander Course.

c. *Joint Force Maritime Component Commander (JFMCC) Flag Course*. Attendees come from each of the military services, to include the US Coast Guard, as selected by their service headquarters. As the senior executive component of the Navy's Professional Military Education (PME) continuum, and part of the senior joint PME continuum, the JFMCC Flag Course addresses the practical challenges confronting the maritime operational commander. Actual regional concerns, and the JFMCC capabilities to address those concerns, are the basis for course discussions and study. Further, the course considers existing JFMCC concepts and doctrine, operational-level capabilities, command and control processes and applications, and the considerations and expectations of joint force commanders as well as supporting functional component commanders.

d. *Senior Joint Information Operations Applications Course (four days)* is an interagency course designed to educate senior military leaders for responsibilities in the realm of information operations. The course is tailored to provide senior leaders with a broad perspective of information operations at the joint theater (operational) and national (strategic) level of war.

e. *Navy Executive Business Course* at UNC Chapel Hill. The EBC course provides a collaborative and powerfully engaging opportunity for Admirals, Generals and members of the Senior Executive Service to heighten awareness and deepen personal insights related to innovation, business transformation and financial management. Through the presentation of cutting edge business concepts and best practices, the course challenges participants to test their assumptions and discover new possibilities. Prominent speakers from private industry, government, defense, science and academia motivate participants to broaden their thinking and expand intellectual comfort zones through interaction with one another.

f. *Defense Institute of Security Assistance Management (DISAM)*. The course is intended for US personnel who now occupy (or have been selected to occupy) executive management positions in program offices, functional offices supporting program offices, or high echelon offices supervising security assistance (SA) management within Department of Defense (DoD). The objective of the course is to increase the student's understanding of USG policies and procedures for the transfer of defense articles and services, and to provide an appreciation of the international environment in which they must function. The Security Assistance Management Executive Course (SAM-E) is designed to meet the dual educational requirements of United State Government (USG) senior-level security assistance executives and U.S. defense industry personnel involved in international sales.

g. *The CJCS Level IV AT (Anti-Terrorism) Executive Seminar* provides senior military and civilian leaders focused updates, detailed briefings, and AT / consequence management war games. The training is designed to accommodate the perspective and decision-making considerations of senior leaders -- COL to MG.

h. *Individual Terrorism Awareness Course (INTAC)*. The training is designed to provide individuals with the tools and concepts for recognizing and defending against terrorist activities. The course includes classroom instruction on the history and psychology of terrorism as well as the most prevalent risks of the day. There is also practical training to include firearms instruction and evasive driving techniques.

i. *The US-Russia Security Program* is an annual executive program at the John F. Kennedy School of Government that serves primarily as a forum for open communication between general officers from the Russian Federation and the United States. Primary objectives are to deepen understanding of Russian and American national interests; to identify specific ways to cooperate on issues of mutual vital concern; and to encourage informal dialogue between Russian and American senior officials.

j. *The Black Sea Security Program* is cosponsored by Harvard's John F. Kennedy School of Government, DoD, and the Carnegie Corporation. This program brings senior US military and DoD civilian leaders together with their counterparts from nine countries in the

Black Sea area (Armenia, Azerbaijan, Bulgaria, Georgia, Greece, Moldova, Romania, Turkey, Ukraine) to discuss regional security issues. This program examines a range of topics dealing with regional and international security concerns as they relate to this strategically vital area for the US.

k. *LOGTECH* executive education programs have been designed for military and industry leaders in logistics and supply chain management to develop and improve their knowledge, decision-making processes, collaborative skills and networking opportunities. The organizational framework for the programs involves the critical discussion and analysis of practices and supporting technologies that combine to enable the transformation of logistics. Furthermore, *LOGTECH* explores the environments within which logistics leaders will have to implement logistics technologies from the strategic and operational perspective.

l. *Systems Acquisition Management Course for General/Flag Officers (ACQ 404)*. This 1-week course for general/flag officers and SES civilians focuses on understanding the perspectives of key government and defense industry decision makers. The course includes discussion of topics affecting the defense systems acquisition environment.

m. *The Office of the Chief, Legislative Liaison (OCLL)*. The Office of the Chief of Congressional Legislative Liaison (OCLL) provides a 1-hour session on how to engage with Members of Congress, Professional Staff Members (PSMs) and individual Staffers. The session includes the Basics of Hill engagements and provides you with: An understanding of the Key Steps in Preparing for an Engagement with a Member of Congress or Staff; A Familiarization of different Types of Congressional Engagement; and Techniques to Be Effective in Dealing with Congress.

Training POC is MAJ Michael McGregor, Commercial: (703) 697-7029 DSN: 227-7029  
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**SECTION**  
**II**  
**Army**  
**Reserve**

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## GENERAL OFFICER POLICIES

1. AUTHORIZED NUMBER OF GENERAL OFFICERS: Currently, the Reserve of the Army has a statutory authorized strength of 207 general officers. By Secretary of the Army policy, the Army Reserve ceiling is 115 Army Reserve general officers in an active status at any one period of time. The recommended ceiling of Army Reserve general officer positions is 136.

2. ASSIGNMENT AND PROMOTION BOARDS: Two Army Reserve General Officer (GO) boards are held annually to assign and promote the senior leadership of the Army Reserve. Army Regulation 135-156 and Title 10 U.S.C. mandate the Army Reserve promotion board process.

a. General Officer Assignment Advisory Board (GOAAB). The Secretary of the Army convenes a GOAAB in the month of November to recommend the best-qualified officers for general officer vacancies occurring during the next assignment year (1 April - 31 March). The Board develops order of merit lists for Army Reserve general officer positions. The Board may determine that an officer is not qualified for any existing position, and therefore, the candidate is not placed on an order of merit list. The Secretary of the Army reviews the board report and approves or disapproves the recommended assignment selections.

b. General Officer Promotion Selection Board (GOPSB). The GOPSB is convened immediately following the recess of the GOAAB. If the GOAAB recommended an officer for a position senior in grade than that which the officer currently holds, the officer will be considered for promotion.

(1) The criteria for board consideration are as follows:

(a) UP 10 Section 14315(b), officers must be recommended for assignment to a position of the next higher grade.

(b) UP 10 Section 14303, officers must have one-year time in grade.

(c) UP 10 Section 14315(b), officers must meet the standards for consideration prescribed by the Secretary of the Army.

(2) The Secretary of the Army may recommend for promotion those qualified officers on the GOPSB recommended list to the Secretary of Defense and the President. The Secretary of the Army, UP 10 Section 14311, may delay the promotion of an officer pending the results of the particular action (e.g., a pending investigation or proceedings of a court-martial or board of officers). The President, UP 10 Section 14310, based on the results of the action, may remove the name of an officer from the recommended list. An officer whom the President does not appoint, or who fails to be confirmed by the Senate, will be removed UP 10 Section 14310 or 14311.

(3) After adjournment of the GOPSB, the results are forwarded through the approval process from the Chief of Staff of the Army, the Secretary of the Army, and the Secretary of Defense to the President, who nominates those on the promotion list to the Senate for confirmation.

(4) Final approval occurs upon Senate confirmation of the promotion list. Promotions from brigadier general to major general will be effective immediately upon Senate confirmation or assignment, whichever occurs later. Colonels will be promoted as the Army Reserve GO strength ceiling permits, based on their board date, date of assignment, and Colonel date of rank. Candidates are considered promotable and authorized to use (P) only after Senate confirmation. The use of (P) should be used in limited circumstances, such as on OERs or in congratulatory correspondence.

3. OPTION UPON COMPLETION OF TENURE OR MRD: Any time served in an acting capacity is creditable towards tenure completion and time in grade for the supported position. When an officer reaches his or her tenure end date, UP 10 Section 14314, the officer has four options:

a. Transfer to the Army Reserve Control Group Standby (Inactive) until mandatory removal date (MRD) is reached; thereafter, options “b”, “c”, or “d” below apply. Inactive status permits the GO to compete for assignment to general officer positions, if otherwise eligible. While in this status, an individual may not perform any military service to earn military pay or retirement points, nor does this time count for longevity. The following entitlements are available while in an inactive status.

(1) SERVICEMAN’S GROUP LIFE INSURANCE (SGLI): Conversion eligibility is available through: Office, SGLI, 212 Washington Street, Newark, NJ 07102 (telephone 1-800-419-1473), for those officers covered by SGLI at their previous assignment.

(2) COMMISSARY, EXCHANGE AND MORALE AND RECREATION (MWR) PRIVILEGES: Commissary privileges may be used by presenting your Military Identification Card at the exchange, commissary, or MWR facility. Cards are issued through DEERS at any military location.

(3) SPACE-A-TRAVEL: Entitlement is available upon request through, OCAR-GOMO (DAAR-GO), St Louis, MO. Phone number is (314) 592-0470.

b. Transfer to the Army Reserve Control Group (Retired Reserve), if the officer is qualified and applies for transfer. With the exception of eligibility for nomination consideration and SGLI, retired status is nearly the same as inactive status. In both inactive and retired statuses, officers may keep the special general officer equipment receipted to them. On in a retired status are GOs authorized to purchase their pistol. The general officer in the retired control group may use the term “retired” in their title (“Retired, USAR” before age 60, “Retired AUS” afterward).

c. Discharge, retaining eligibility for retired pay (if otherwise qualified) upon attaining age 60 (with the September 8, 1980 stipulations). Discharge relieves the officer of any obligation to the military, except as provided for in conflict-of-interest statutes. The general officer may not use the title “General” officially. Discharged officers may keep the special equipment issued to them, but may not display it outside their home. They may not purchase the pistol. In addition, former members of the Army may wear the uniform if they serve honorably during a declared or undeclared war, and if their most recent service was terminated under honorable conditions. Personnel who qualify under these conditions will wear the Army uniform in the highest grade they held during such war service, in accordance with 10 USC 772.

d. Reappointment in the rank of COL, with automatic reversion to the highest general officer rank satisfactorily held, upon retirement. Reappointment in the rank of COL permits the officer to remain in an active Army Reserve status, under the same conditions as when he served in this rank prior to his promotion to BG. Consideration must be given to the officer’s MRD based on previous COL rank. The MRD must be a future date to allow for approval of the reappointment action. Upon retirement, the rank automatically reverts to the highest general officer rank satisfactorily held as determined by current statutory and regulatory guidance. The reappointee may keep the special equipment issued as a general officer and may purchase the pistol, but may not display these items outside of his home. Until retirement, the officer may not officially be referred to as “General.” Date of rank as COL will be adjusted considering previous time in rank as a COL. As a COL, such officers may compete for another general officer position, providing they are otherwise eligible.

4. **SPECIAL EQUIPMENT:** (AR 725-1) Following confirmation of promotion by the Senate, the following special equipment issue actions occur:

a. OCAR GOMO submits a memo for a general officer "kit" consisting of national and distinguishing general officer flags (indoor and outdoor), flag cases, flagstuffs, automobile plate, and automobile flag for each officer. Clothing & Heraldry PSID, in Philadelphia will send the kit directly to the officer's home address. Replacement items may be obtained due to fair wear and tear through coordination with OCAR GOMO.

b. OCAR GOMO also contacts Clothing & Heraldry PSID to order the general officer belt and buckle that are sent to the officer's home address or issued to each officer during the annual Brigadier General Training Conference. The wear of the GO belt and buckle is optional and is not governed by regulation.

c. The general officer pistol and holster are issued by the Rock Island Arsenal on a loan basis and are coordinated by the Deputy Chief, OCAR GOMO. Rock Island Arsenal send hands receipts to general officers having a loaned pistol in their possession which requires an annual update. They must be signed and returned to Rock Island Arsenal in a timely manner. Upon retirement, the general officer has the option to purchase the pistol and holster from Rock Island Arsenal at a price well below market value.

d. Prior to retirement, if replacement items are needed, contact OCAR GOMO to submit a replacement order. Also, upon retirement, the general officer is entitled to keep the national and general officer flags that were issued.

e. After retirement, the general officer may purchase additional flags and accessories by sending a request with a check or money order made payable to: "OP LOC ROCK ISLAND". Requests should be mailed to Clothing & Heraldry PSID, 700 Robbins Ave., P.O. Box 57997, Philadelphia, PA 19111-7997. Coordination may be made directly with Mrs. Kim Arnold at commercial (215) 737-2521; DSN: 444-2521 or via email to kim.arnold@dla.mil.

5. STATIONERY ITEMS: Upon confirmation of selection to brigadier general or to major general, OCAR GOMO will forward a request to the United States Army Distribution Center in St. Louis, Mo. An initial issue of star stationery items, including 250 invitations, 250 place cards, 500 sheets of notepaper, and matching envelopes, will be forwarded to a street address, not a P.O. Box. Units or organizations must coordinate directly with the United States Army Distribution Center, if refills are required.

a. Blank and single (unmarried) invitations are also available upon request.

b. The notepaper designed for laser printers (no wax on the flag) is currently available. When placing an order, please specify that you have a laser jet printer.

c. Upon retirement, the general officer is entitled to two units of star stationery with envelopes. Officers should coordinate this request with OCAR GOMO prior to retirement.

d. Public Law, Title 44 U.S.C. Sections 1102 and 1118 preclude the reissue of stationery to retired general officers. Further, such stationery cannot be obtained on a reimbursable basis. Instead, the officer may have general officer stationery printed at a commercial firm of choice at the officer's own expense.

6. GENERAL OFFICER PHOTOS: Official general officer photographs, as described in AR 640-30, Photographs for Military Personnel Files, are 8 x 10 inches, head and shoulders. Photo sittings can be arranged through local audio-visual activities. Photos should be updated upon selection for promotion to brigadier general and major general. Digital photos should be sent electronically to the GOMO St. Louis Office within 60 days of promotion (email: hrcsgomopers@conus.army.mil). Ensure that you remove any green leadership tabs prior to taking your photo.

7. PHYSICAL EXAMINATIONS AND HIV TESTING: All general officers must meet medical standards IAW AR 600-9 and AR 40-501 to verify current physical status.

a. The Army Periodic Health Assessment (PHA) will replace the 5-year Periodic Physical Examination (PE) beginning 1 November 2008. As of that date all TPU or IMA general officers with a physical examination date over one year old will be required to complete the AKO based on-line Health Status Questionnaire located on the "My Medical" page of AKO, print out the form and then make an appointment using the PHA Call Center at 1-888-697-4299. During the first year of implementation please make your initial appointment within your birth month unless your readiness status prevents you from waiting that long. At the medical provider you will be medically screened for health related issues, Traumatic Brain Injury exposures, and other diagnostic tests. After your tests you will be seen by a clinical provider who will perform a focused health examination. Upon completion of the PHA the medical provider will forward the PHA to the unit/Command or GOMO-STL for proper distribution And placement in records. A PE will be required the next year and will be processed by USARC for TPU GOs and by the GOMO-STL office for IMA GOs. TPU and IMA officers will receive PHA services from the Reserve Health Readiness Program (RHRP). The RHRP will input completed PHA related data into the Medical Protection System (MEDPROS) for all services completed through the RHRP. Officers on active duty will receive PHA services see



Mrs. Werths at the OCAR GOMO-STL office. Officer responsibilities include completing the PHA Health Status Questionnaire; contacting the PHA Call Center; attending the PHA appointment on the day and time scheduled; having the voucher signed; and completing any required follow-up medical appointments as a result of the PHA. Please note that all follow-up appointments for the PHA will be on your own time and at your own expense. Failure to follow up on appointments may result in a change in your readiness status and in some cases prevent you from having any active duty orders published.

b. The USAR HIV Surveillance Program requires a test every five years for all Troop Program Unit (TPU) and Individual Mobilization Augmentee Soldiers and every two years for general officers performing active duty for two or more consecutive years. HIV screening or confirmatory tests by other than DoD uniformed medical treatment facility or contract sources are not acceptable to meet any HIV testing requirements.

(1) General officers on active duty tours for less than 30 days (CONUS) must have had a HIV test within five years or have a current fit-for-duty certification for HIV-infected Soldiers. General officers on OCONUS tours for less than 30 days must have tested negative within five years prior to departure date. Theater Commanders may require a HIV test within six months of departure to any OCONUS location, regardless of the number of days of active duty.

(2) General officers on active duty tours for greater than/equal to 30 days (CONUS/OCONUS) must have a negative HIV test within two years prior to departure and before orders are published.

(3) Upon mobilization, general officers must test HIV negative within twelve months of departure.

(4) To transfer from one Reserve component to another Reserve component, a general officer must have a negative HIV test within five years.

8. AUTOMATION: Army Knowledge Online (AKO) provides comprehensive, efficient, and timely personnel management services to general officers. You can visit the Army Reserve GOMO website, and view/download the most recent documents stored in the USAR GOMO Knowledge Center and made available on the Reserve GOMO website. The following is a list of some of the documents and subjects that you will find on the site: alpha rosters, board information, most recent assignment and promotion announcements, and training information. To access the Army Reserve GOMO website:

a. Go to: [www.us.army.mil](http://www.us.army.mil) to enter the AKO website. If you do not have an AKO account, follow the instructions for "I'm a New User." If you already have your AKO account established, simply login.

b. Once you have logged in, type "Reserve GOMO" in the search box and click "Search". Click on the Reserve GOMO link displayed in the results window. To add the page to your list of favorite pages, navigate to the page and then click the "Add to my Favorites" button in the toolbar at the top of the page.

c. The Senior Leader Page is also located on your AKO webpage. This site contains needed information for all officers and sometimes contains mandatory reading or training. Ensure that you have access to this link through your AKO webpage. If you do not, contact the GOMO Office in St. Louis.

d. In addition to the GOMO website, the USAR has the 2XCitizen website which gives you access to your official records, as well as your retirement points and much more information regarding your military service.

9. E-MAIL ADDRESSES FOR ARMY RESERVE GENERAL OFFICERS: The Secretary of the Army and Chief of Staff, Army issued specific guidance relative to achieving their Army Knowledge Management vision. One specific directive is that all active duty/National Guard/Army Reserve military and civilians must register for an account on the enterprise-integrated portal, Army Knowledge Online (AKO). Since it is a requirement that all senior leaders obtain an AKO account, the AKO mail account is the only email address that OCAR GOMO will utilize for official business. Alternates may be added to your file but will only be utilized if AKO is down and time-sensitive information must be broadcasted.

10. FINANCIAL DISCLOSURE: Newly promoted general officers are required to file initial financial disclosure information (SF 278) within 30 days of completing the 61st day of active duty in a calendar year. After the initial report is filed, subsequent annual reports are based on completion of the 61st day of active duty in the calendar year. Reports must be submitted by the established suspense date, usually in April or May of each year. This action is coordinated through the USARC for TPU personnel. IMA personnel will go through the Ethics Officer at the agency of assignment.

11. RETIREMENT POINTS: The current number of IDT points that a Soldier may attain during their RYE is 115, plus 15 membership points, for retirement purposes. These IDT points are reported on DA Form 1380 in accordance with AR 140-185. IMA GOs are required to maintain their own calendar for all their training, including all active duty and inactive duty training. The maximum number of IDT points that a Soldier may earn in any past RYE is as follows:

60 points - for all RYE's prior to 960923  
75 points - for all RYE's between 960923 and 001029  
90 points - for all RYE's between 001030 and 071029  
and 130 points - from 071030 forward.

12. DA STAFF IDENTIFICATION BADGE: The DA Army Staff Identification Badge (DASIB) may be authorized for permanent wear to Army Reserve Individual Mobilization Augmentee Soldiers, regardless of grade, who are assigned on orders to an authorized TDA or over-strength position in a principal HQDA agency (Command Codes SA/CS) for a period of not less than 1 year (365 days cumulative). Supporting documents include: assignment orders, most recent Retirement Points Accounting System (RPAS) statement, annual training orders, and DA Form 1380 (Record of Individual Performance of Reserve Training Duty) for annual training periods and IDT periods not listed on RPAS statement.

13. PURCHASE AND REIMBURSEMENT OF AIR TRAVEL COSTS FOR GOVERNMENT TRAVEL: Current policy concerning procurement of commercial air tickets for duty performed under official orders directs that government credit card holders must purchase their tickets with their card and receive reimbursement upon completion of their travel. Non-government credit card holders must coordinate with their commands or agencies to be issued a credit card as soon as possible in order to comply with this mandatory requirement. Travel orders will only be published with the requirement for government travel card to purchase any travel accommodations. Reimbursement for any tickets purchased directly through airlines, as less costly for the government compared to the government rate, is subject to non-payment. In addition to the mandatory use of the government credit card, it is also mandatory to apply for reimbursement for these charges by annotating the Split Disbursement block on the travel voucher, DD Form 1351-2 and claiming the amount of credit currently on your government credit card. Travel vouchers with travel claimed that are received without the above requirement, will be returned to the claimant without action.

## ARMY RESERVE GENERAL OFFICER TRAINING

1. TYPES OF COURSES: The Army Reserve general officer training courses are divided into mandatory and optional categories. Mandatory courses must be completed within one year of the assignment date. The selection criteria for optional courses include: the general officer's assignment history, civilian/military education, and potential for future service. Upon approval by the Chief, Army Reserve, OCAR GOMO forwards the officer's name to DA GOMO. Certain nominative courses call for the Chief, Army Reserve to submit nominations to the Chief of Staff, Army for approval.

2. COURSE SCHEDULE: A current course schedule is available at the OCAR GOMO website. Army Reserve general officers currently assigned to validated duty positions under the exemption plan may schedule training courses by completing the training request form found on the website and scanning it to the address provided. Certain schools require Army nominations 60 days in advance. Therefore, early coordination is recommended.

### 3. MANDATORY TRAINING COURSES:

a. *Army Senior Leader Development Program-Basic (five days): Location: NCR area*

The Chief of Staff, Army sponsors the annual Brigadier General Training Conference at a designated location. This course is **mandatory** for all officers selected for promotion to brigadier general. It is designed to provide a comprehensive overview to newly selected Active and Reserve Component brigadier generals and their spouses with respect to their roles as part of the senior leadership of the Army.

b. *Senior Executive Diversity Awareness Training (SEDAT) (two days): Location: Washington, DC*

The Defense Equal Opportunity Management Institute (DEOMI), Patrick AFB, Florida sponsors the Senior Executive Diversity Awareness Course for general officers/SES. It is taught at Cocoa Beach, Florida or included in the Brigadier General Training Conference. This training is **mandatory** and must be completed within one year of assignment to the position as a brigadier general.

c. *Army Reserve Executive Assessment and Development Program (EADP) (five hours): Location: Ft. McNair, Washington, DC*

This training is offered through the Industrial College of the Armed Forces. The EADP is a battery of tools that provides four opportunities (1) self-assessment on dimensions important for leadership effectiveness, (2) 360-degree assessment by others on conceptual skills and potential derailing factors; (3) one-to-one in-depth feedback by experienced facilitator; and (4) Career Architect, an automated developmental tips and strategy program. This training is **mandatory**.

d. *Force Management Course for Senior Leaders (FMCSL) (five days): Location: Ft. Belvoir, VA*

The FMCSL is required for all Army Reserve GOs. It is conducted quarterly. The purpose of the course is to provide an overview of "How the Army Runs" from the senior leader perspective. The course curriculum is focused on how the Army is raised, provisioned, sustained, maintained, trained, and resourced, to include relationships with the senior, peer, and subordinate leadership and the hierarchical structure at inter-service and joint command levels.

e. *Enabling Battle Command Workshop (EBCW) (two days): Location: McLean, VA*

The course is designed to provide Senior Leaders insights and understanding of critical technological enablers that they will use on a continuing basis in this period of transformation from the current Digitized Division to the Future Combat System (FCS)/Objective Force (OF). The workshop focuses on the networked information systems and technologies that play an integral part in the Army's transformation from the current to the modular force. It acquaints attendees with the technologies that make the "Network" happen while providing an in-depth understanding of its true power. The workshop provides the "Warfighter" the technical background needed to understand the employment of Battle Command.

### 4. OPTIONAL TRAINING COURSES:

a. *CAPSTONE Course (six weeks): Location: Ft. McNair, Washington, DC*

CAPSTONE is held at the National Defense University, Ft. McNair, Washington, DC and includes extensive travel to unified and combined commands worldwide. Weeks one and six are conducted at Ft McNair. Spouses are invited to accompany sponsors at Ft. McNair for week six and provided invitational travel orders. Weeks two through five involve nine days of CONUS travel followed by OCONUS travel in the European, Pacific, or Western Hemisphere Theaters. This course is **optional**. The Chief, Army Reserve nominates Army Reserve Officers to the Chief of Staff, Army.

b. *General Officer Legal Orientation (GOLO) Course (two days): Location: Charlottesville, VA*

GOLO is scheduled at the TJAG School, Charlottesville, Virginia. This course is **optional**; however, general officers filling command positions are highly encouraged to attend. The course is tailored for senior leaders based on their specific position and responsibilities. It provides timely and pertinent legal guidance. GOs are funded by the OCAR GOMO. However, TPU GOs must be loaded into ATTRS by their unit training personnel. Further information on attending the course, including ATTRS number, directions, and billeting information can be found on the Army JAG School Website at: <http://www.jagcnet.army.mil/JAGCNET/tjagsa1.nsf>.

c. *Senior Reserve Component Officer's Course (five days): Location: AWC, Carlisle Barracks, PA*

The Senior Reserve Component Officer's Course is scheduled at the US Army War College, Carlisle Barracks, Pennsylvania. This course is **optional**. The CAR nominates participants. Priority is normally given to general officers. However, promotable colonels assigned to GO positions may be selected to attend this course. This course includes participation in discussions of national security issues.

d. *Harvard US-Russian Security General Officer Course (one week): Location: Harvard University, Cambridge, MA* The program goal is to deepen the understanding of both Russian and US participants' world views through open discussion of issues of global and regional security, defense organization, and military reform and restructuring. This course is **optional**. The Chief, Army Reserve selects nominees.

e. *Harvard Black Sea Security Program Course (two weeks): Location: Harvard University, Cambridge, MA* This course mission is to bring together leading policy makers in the Black Sea region with senior US Officers to gain a deeper understanding of issues affecting the region and to encourage problem solving in areas of common interest. This course is **optional**. The Chief, Army Reserve selects nominees.

f. *Senior Joint Information Operations Applications Course (SJIOAC) (one week): Location: Maxwell AFB Montgomery, AL* SJIOAC is an interagency course designed to educate senior military leaders on the revolution in military affairs presented by the information age and the capabilities that exist to support offensive and defensive counter-information strategies. Requirements: Brigadier or Major General in SC Branch. This course is **optional**.

g. *Army Strategic Leadership Development Program-Intermediate (ALSDP-I) (six days): Location: UNC Chapel Hill, NC :*

The course is conducted throughout the year and teaches principles of strategic leadership with emphasis on vision, change management, and transformation. During the course, the students learn how to: manage change strategically; create a vision; use campaign plans to translate strategy into action, build organizational consensus for a vision and inspire others to embrace change, work with Congress and the media to transform an organization, accomplish a vision, and learn lessons about change management from historical military transformation initiatives..

h. *Army Strategic Leadership Development Program - Advanced (ASLDP-A)(three days):Location: Various Locations*

This course is a follow-up to the Intermediate course . The purpose of the ASLDP-A program is to continue discussions on the strategic leadership challenges facing the Army, while at war.

i. *National Security Leadership Course (two weeks):Location: George Washington University, Washington, DC*

This course includes discussion of national security issues and challenges facing the Army This course is **optional**. The Chief, Army Reserve selects the Army Reserve nominees and the Chief of Staff, Army approves the attendees.

j. *General Officer Senior Commander Course (GOSCC) (five days): Location: Ft. Belvoir, VA*

The GOSCC is conducted under management of the Command Programs Directorate of the Army Management Staff College on Fort Belvoir, Virginia. This course is **optional**; However, general officers serving in positions on active military installations are highly encouraged to attend. The course covers a wide variety of topics including: labor relations, budget cycle, relations with civilian government, facilities and infrastructure, environment, mobilization, and MWR topics. With one-sixth of the Army's budget spent on installation management functions, the course will assist GOs in achieving efficiencies that will directly impact readiness. Further info on website at: <http://www.amsc.belvoir.army.mil/cp/>

k. *The Army Senior Leader Communicator Workshop (PAO) (four hours): Location: Arlington, VA*

This course is a one-on-one training session conducted by the Army Public Affairs Office to help general officers master the skills necessary to deal successfully with both the media and the public. These sessions not only build persuasiveness, but also expand virtually every participant's "media Comfort zone." General officers traveling to National Capital Region may schedule their attendance at this course in conjunction with their TDY trip(s) to NCR.

1. *General Officer Transition Course (GOTC) (five days): Location: Ft. Belvoir, VA*

Mandatory for LTG (CAR only) within one year of their appointment. The course is offered four or five times each year and is intended to prepare GOs for transition well before their retirement. This course provides GOs and their spouse's comprehensive training on determining private sector objectives and developing the skills and strategies to reach those objectives. Topics include networking skills, resume building, compensation and salary negotiation, potential occupations, corporate board memberships, and starting your own business. Spouses are strongly encouraged to attend, however, GOMO is not able to fund spouse travel and per diem for GOTC.

m. *The Joint Flag Officer Warfighting Course (JFOWC) (two weeks): Location: Maxwell AFB, Montgomery, AL*

This course is conducted twice each year. The course prepares general officers of all four Services for the responsibilities of theater-level combat leadership. It is tailored to provide our future theater Service component, and joint task force commanders with a broad perspective of the strategic and operational levels of war. Army only has six seats per class priority given GO on active duty in joint assignment.

n. *Level IV (Anti-Terrorism) Executive Seminar(3 days): Location: Tysons Corner, VA*

The Level IV Antiterrorism (AT) Executive Seminar provides senior military and civilian leaders with focused updates, detailed briefing and AT/consequence management war games. The training is designed to accommodate the perspective and decision-making considerations of senior leaders.

o. *LOGTECH(5 days): Location: UNC Chapel Hill, NC*

The purpose of LOGTECH is to facilitate the transformation of logistics in DoD by introducing program participants to leading-edge development in logistics thinking in academia and industry, to promote the exchange of ideas within the greater logistics community toward the objectives of enhancing the National Defense posture, and to provide DoD with change leadership in support of Defense Logistics Transformation.

p. *Combined/Joint Forces Land Component Commander Course (C/JFLCC)(6 days): Location: Army War College, Carlisle Barracks, Pennsylvania*

Combined / Joint Forces Land Component Commander Conference (C/JFLCC). As part of the ongoing initiative to expand interoperability and relationships among international land commanders, the CFLCC Conference will focus on preparing senior officers to function effectively as future Joint and Combined Land Component Commanders. The Conference will include all key discussion/exercise areas of the normal Joint Force Land Component Commander Course, but will focus specifically on the complexities and challenges of coalition command at the operational level. Additionally, briefings, discussions and exercises will integrate 5-6 General/Flag Officers of nations invited by the CSA.

q. *Pinnacle: (five days) Location: JFCOM/Ft. McNair, Washington, DC*

This course is for three-star general officers only. The PINNACLE curriculum helps prepare prospective joint/combined force commanders to lead joint and combined forces, building upon the progression of knowledge imparted first by CAPSTONE and then by the Joint Flag Officer Warfighting Course. The course is conducted through classroom interactive seminars guided by retired three-and four star and equivalent interagency senior mentors, reinforced by video teleconferences with commanders in the field and high-level guest speakers.

r. *Iraq or Afghanistan Language and Cultural Awareness Training (five days) Location Washington, DC*

Area Studies Objectives: Understand the history and political system of the country; Have a basic knowledge of the political causes and conflicts among parties and ethnic groups; Be aware of the interdependence of the society, family tribal groups and religion; Practice the use of and understand the taboos associated with certain hand and body gestures; Develop a cultural sensitivity about how to treat others in the context of rank and privilege; Review Iraqi and Afghanistan military ranks; other areas as requested.

s. *Navy Executive Business Course: (10 days) Location: UNC Chapel Hill, NC*

Warfighting Culture, Business Discipline, Strategic Leadership. Information Management & Technology; Strategic Financial Management; Risk Management; Ethics; Leading change; Negotiation and collaboration. Strategy planning, articulation, alignment and accountability; Human capital strategy; Diversity.

t. *Systems Acquisition Management Course ACQ404: (5 days) Location Ft. Belvoir*

This 1-week course provides general/flag officers, members of the Senior Executive Service (SES), and other executives a level of understanding of the defense acquisition system, key processes, and current issues an initiatives that is appropriate for decision

makers. Distinguished speakers provide the executive participants a forum to discuss motivations, constraints, and perspectives of government and defense executives and those of the Congress and the Government Accountability Office (GAO).

u. *Combined/Joint Force Air Component Commander Course (C/JFACC): (9 days) Location: Maxwell, AFB Montgomery, AL*

Joint Force Air Component Commander Course (JFACC) and Combined Forces Air Component Course (CFACC) are senior officer-level professional military education courses hosted semi-annually by the US Air Force and sponsored by all services. The course is designed to prepare potential JFACCs for responsibilities of theater-level combat leadership. The attendees study warfighting, military doctrine, and the application of unified, joint, and combined combat forces with particular emphasis on air and space power employment in theater-level operations. The attendees will focus on the vertical and horizontal integration of air and ground assets while discussing ways to shape future operations on the battlefield. The annual CFACC conference is a multinational variant form of the Joint Force Air Component Commander Course.

v. *The Office of the Chief, Legislative Liaison (OCLL): (1 hour) Location: Washington, DC*

The Office of the Chief of Congressional Legislative Liaison (OCLL) provides a 1-hour session on how to engage with Members of Congress, Professional Staff Members (PSMs) and individual Staffers. The session includes the Basics of Hill engagements and provides you with an understanding of the Key Steps in preparing for an Engagement with a Member of Congress or Staff. A familiarization of different Types of Congressional Engagement and techniques to be effective in dealing with Congress. Non-Funded

w. *National Security Decision Making Seminar - Defense Policy Seminar: (3 days) Location: George Washington University, Washington, DC*

The course is designed for Senior Executive Service Members and General/Flag Officers. The program, held at the Elliott School of International Affairs, George Washington University, Washington DC, focuses on a current defense challenge, incorporating decision-making skills, the psychology of crisis management and stress, and its effects on the nature and quality of national security decisions and policies. Simulation exercises will train participants in effective intuitive decision making in situations of uncertainty, conducted in real time, demanding appropriate levels of urgency.

x. *Advanced Joint Professional Military Education (AJPME): (40 weeks) Location : web based/resident (Norfolk, VA)*

The objective of the AJPME curriculum is to build on the foundation established at the JPME Phase I institutions. The curriculum combines online presentations, asynchronous threaded discussions, and online practical exercises, with periods of face-to-face interaction, to cement the professional joint attitudes and perspectives that are essential to future successful military operations integrating joint, multinational, interagency, and RC forces.

AJPME is a blended learning course consisting of the following phases:

- a. Phase 1 (9 weeks), web based
- b. Phase 2 (4.5 day), resident
- c. Phase 3 (19 weeks), web based
- d. Phase 4 (15.5 days), resident

\*\* The resident phases are conducted at the JFSC in Norfolk, VA.

**SECTION**  
**III**  
**Army**  
**National Guard**

## NATIONAL GUARD BUREAU GENERAL OFFICER MANAGEMENT OFFICE

**Office:** National Guard Bureau  
General Officer Management Office  
1411 Jefferson Davis Highway, Suite 11500  
Arlington, VA 22202-3231  
CML 703-607-3643, DSN 327-3643  
Fax 703-607-1313, DSN 327-1313  
GOMailbox@ng.army.mil

**Chief, General Officer Management Office:** COL William Stoppel – CML 703-607-3643, DSN 327-3643

**Deputy Chief, General Officer Management Office:** Mr. John B. Ellington III – CML 703-607-3641, DSN 327-3641

CPT Brad Cheney - CML 703-607-1946, DSN 327-1946  
Mr. Mike Herron - CML 703-601-2879, DSN 329-2879  
MSgt Donna Aucoin- CML 703-607-1859, DSN 327-1859  
SFC Rich Creagh – CML 703-601-2878, DSN 329-2878  
Mrs. Michelle Espinosa - CML 703-607-3643, DSN 327-3643

- Personnel Data Management
- Data Base/Web Site Management
- Flag and Personal Defense Weapon Programs
- Budget and POM Management and Development
- NG General Officer Mobilizations, TTAD and MPA Tours
- Regulation/Instruction Development and Changes
- Joint Monthly Access for Reserve Component (JMARC)

**Chief, Force Management Branch:** LTC Rose Deck – CML 703-607-3644, DSN 327-3644

MSgt Kelly Booker (ANG matters) - CML 703-607-3645, DSN 327-3645  
SFC Flora Barrett (ARNG matters) – CML 703-607-3646, DSN 327-3646

- Strength Accounting
- Legislative Issues
- Boards for Correction of Military Records Actions
- Regulation/Instruction Development and Changes
- Federal Recognition Announcement, Handbook and nomination package processing
- Accessions and Promotions
- Orders processing
- Personnel Records maintenance
- Retirement (or Separation) Processing
- Performance Reports
- General Officer Handbook

**Chief, Program Management Branch:** Lt Col Jamie Baggstrom – CML 703-607-3642, DSN 327-3642

SFC Denise Tomblin – CML 703-601-2257, DSN 329-2257  
MSgt Mike Wilson – CML 703-607-2712, DSN 327-2712

- National Guard Assistant Program (NGAP)
- Senior Leader Development
- Workday Program
- Extended Active Duty (EAD) GO Assignments
- Army Reserve Forces Policy Committee and Reserve Forces Policy Board Membership
- Nominations, Announcements