

U.S. ARMY OFFICE OF THE CHIEF OF CHAPLAINS

RSOC – PERSONNEL DIVISION



# CHAPLAIN CORPS CAREER MANAGEMENT

INFORMATION BRIEF

OFFICE OF THE CHIEF OF CHAPLAINS, PERSONNEL BRANCH

Approved by CH (COL) Doug Ball

12 SEP 2024

# Branch Values

## RSOG PERSONNEL DIVISION



<b>Leadership</b>	We will lead, pastor, and interact with Chaplains to positively affect the calling, identity, and commitment to the Chaplain Corps.
<b>Communication</b>	We will proactively and regularly communicate, lowering barriers for people to connect with PER and ensuring a two-way flow of vital information.
<b>Transparency</b>	We will take on the risks and do the extra work required to be open and transparent about our philosophy and process.
<b>Fairness</b>	We will be fair, objective, and unbiased in our interactions, decisions, responsiveness, and recommendations.
<b>Competence</b>	We will be experts in faces, spaces, processes, systems, philosophy, regulations, and problem solving.
<b>Responsiveness</b>	We will respond quickly and professionally, create opportunities for personal interaction, follow through on promises, and address situations and issues efficiently and effectively.

### Prepare

- Identify Moving Officers (**Supply**)
- Identify Unit Requirements (**Demand**)



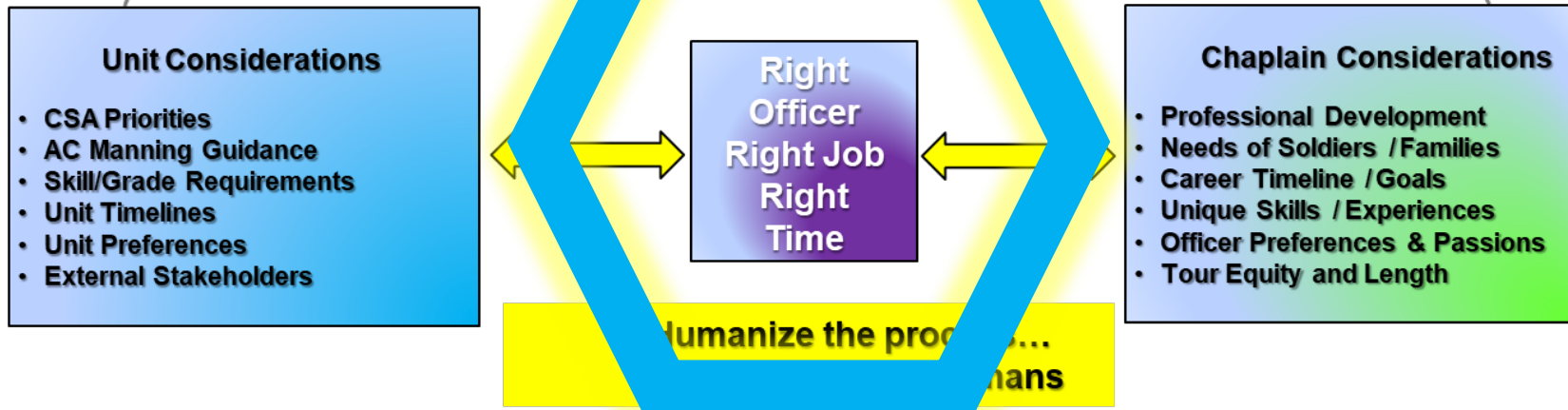
### Validate

- Units Prioritize Requirements (**AIM2**)
- DACH Adjudicates Requirements to Manage Shortages IAWACMG

### Distribute

- Account Managers and Assignment Officers interact and coordinate Fills and Vacancies
  - Assignment Officers make assignments

## Talent Management at the Individual Level



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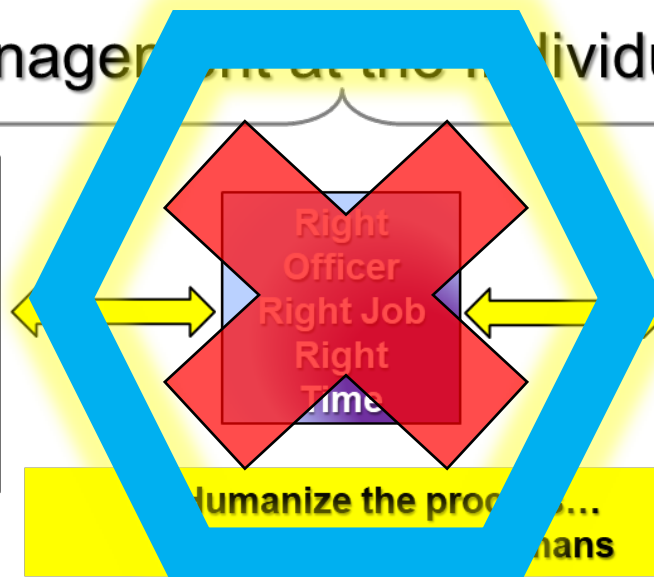
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## Talent Management at the Individual Level

**Unit Considerations**

- CSA Priorities
- AC Manning Guidance
- Skill/Grade Requirements
- Unit Timelines
- Unit Preferences
- External Stakeholders



**Chaplain Considerations**

- Professional Development
- Needs of Soldiers / Families
- Career Timeline / Goals
- Unique Skills / Experiences
- Officer Preferences & Passions
- Tour Equity and Length

Humanize the process ...  
...ans

# Branch Priorities

## RSOG PERSONNEL DIVISION



Purposeful Philosophy and Process	Religious Support	Career Development	Care for Chaplains and Families	Talent Management	Optimal Holistic Slate
<p>Transparent Slating Philosophy by Grade</p> <p>Objective Approach to Talent Identification</p> <p>Balance Needs of Enterprise and Needs of Individual</p> <p>Steward Future for Both Individual and Enterprise</p>	<p>GOAL: Enhance Religious Support</p> <p>Support Chapel Communities</p> <p>Manage Faith Group Distribution</p> <p>Avoid Gaps and Imbalances in Free Exercise</p> <p>More Than Staff Officer Skills: Factor in Character, Religious Leadership, Pastoral Skills, and Commitment to Religious Community</p>	<p>Build a Bench of Pastoral Leaders at all Levels</p> <p>Develop Individuals and the Enterprise</p> <p>Truthful Career Advisement</p> <p>Define and Mitigate Risks for Leaders</p> <p>Meet the Needs of the Army</p>	<p>Pastor Pastors through Personnel Actions and Assignments Interaction</p> <p>Point to Identity and Calling</p> <p>Understand Their Stories and Needs</p> <p>When Possible, Align with Giftings and What Is Best for Families</p> <p>Preferences Matter and Are Accounted for... but Do Not Drive Process</p>	<p>Steward and Safeguard Selections, Promotions, and Slating</p> <p>Fair, Objective, and Unbiased</p> <p>Identify and Manage Nominative People and Positions</p> <p>Protect Investments into Essential Skills and Capabilities</p> <p>Place Individuals to Maximize Impact</p>	<p>Best Overall Slate (Not Best Individual Assignments)</p> <p>Integrates Religious Support, Career Development, Care for Chaplain, Talent Management</p> <p>Incorporate Comprehensive Data: the File, the Individual, the Field, and the Career Manager</p>

# Religious Support



# Branch Priorities

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# Enhancing Religious Support

PERSONNEL BRANCH





# Enhancing Religious Support

PERSONNEL BRANCH



- Religious Distro Sync
  - HDLD Management
  - Faith Group Distribution and Needs
  - Address Gaps and Imbalances in Free Exercise
- Importance of Garrison Ministry 27% of MAJs, 35% of LTCs, 34% of COLs Furthermore, Garrison programs and activities are built around BMM (borrowed military manpower). Unit, Area, and Faith Group coverage is essential to the Chaplain Corps!

# Career Development



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- The Army describes Leader Development as:

*“a continuous, progressive process by which the synthesis of one’s training, education and experiences contribute to individual growth over the course of an entire career/lifetime.”*

- It occurs in the field and is a vital responsibility of chaplains and commanders in supervisory and/or leadership roles.



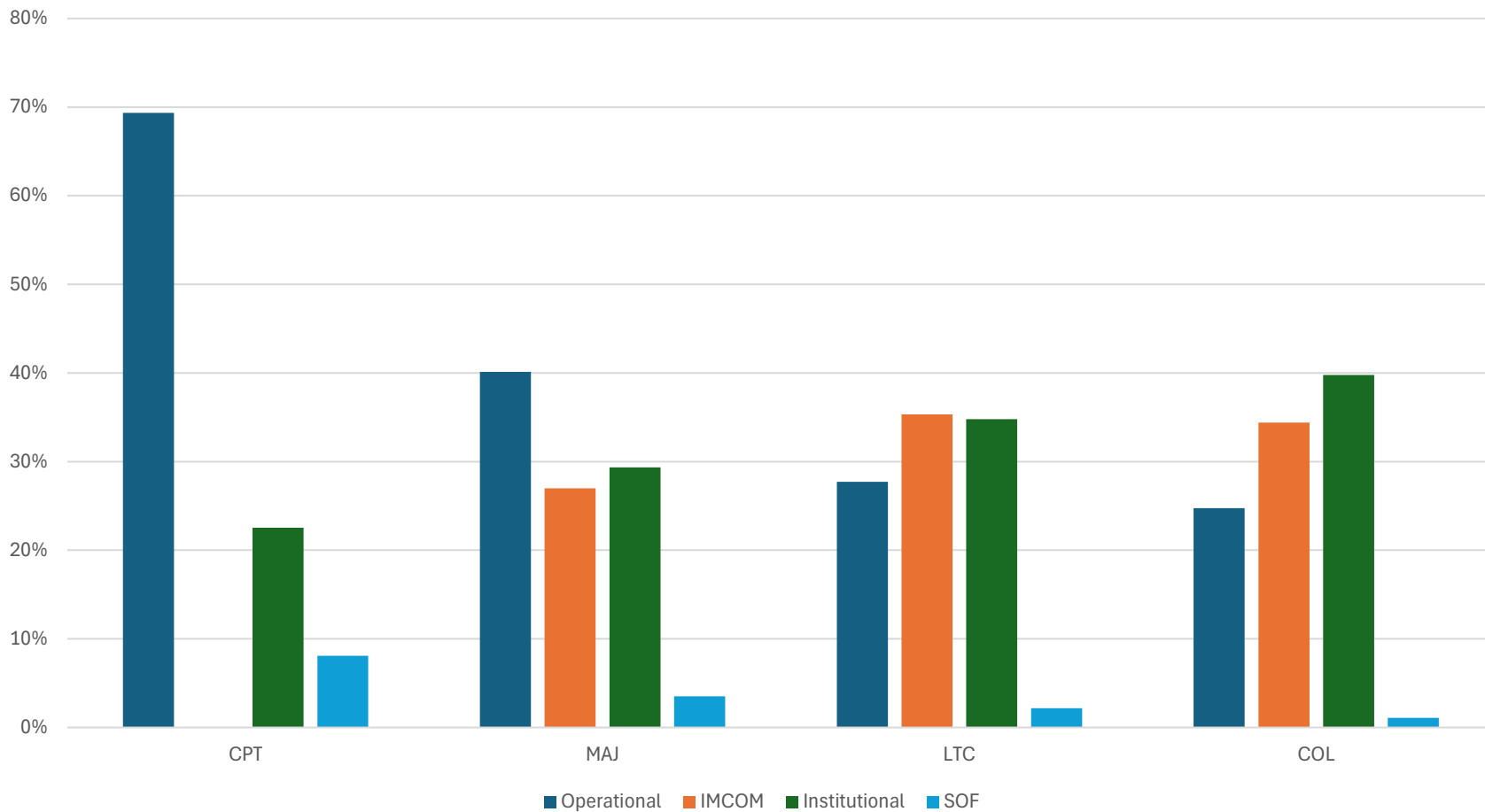
- BLUF: OERs get you promoted, but assignments get you assignments (KSBs)
  - CPT: 35 assignments, 68 OERs
  - MAJ: 34 assignments, 57 OERs
  - LTC: 2 assignments, 4 OERs
  - COL: varies
- High/low performance creates exceptions
- Key: What is your passion for ministry? What do you want to be when you grow up?

# GRADE PLATE AUTHORIZATIONS

## RSOG PERSONNEL DIVISION



Percentage of Chaplain Positions by Rank





### AUTHORIZATION PERCENTAGES BY RANK AND TYPE OF ASSIGNMENT

	CPT	MAJ	LTC	COL
<b>Operational</b>	69%	40%	28%	25%
<b>IMCOM</b>	0%	27%	35%	34%
<b>Institutional</b>	23%	29%	35%	40%
<b>SOF</b>	8%	4%	2%	1%
<b>Total Authorizations</b>	<b>679</b>	<b>426</b>	<b>184</b>	<b>93</b>

LTCs and COLs need to be generalists and competent across the force.

In order to develop well-rounded Chaplain (COLs), we must create broadening opportunities for MAJs and LTCs away from the operational force.

# Career Development - Schools







- Attendance programmed by DAGPIER
- Timeline adjusted to accommodate utilization and nominative assignments



- 10-month Resident ILE (Leavenworth):
  - DA Board selection the year following promotion board
  - PCS JUWUN
- 4-month Satellite ILE Courses:
  - Fort Belvoir (3 classes per year)
  - Redstone Arsenal (3 classes per year)
  - Fort Leavenworth (1 class per year)
- Only 1 Resident Course Authorized as a MAJ
  - Does not include CPE as a CPT



- Operational Religious Support Leader Course
  - Must be an ILE graduate
  - Submit 4187 thru commander and Chaplain Supervisor to ~~DACH~~PEZC (include course dates)
  - ~~DACH~~PEZC reserves slot in ATRRS
- ORSLC is required to be a CSC Grad / -MEL
  - Even if you attend 10-month resident ILE



- MILPER released in Mar, board meets in August
- Company Grade CPE
  - One look as a CPT
  - Must submit complete packet if interested
  - Must have at least 18 months' time in service
  - No more than 168 months AFS
  - Must have enough time in grade to complete training, utilization, and PME before Primary Zone to MAJ.
- Field Grade CPE
  - No more than 168 months AFS



- MILPER released MAR, board meets in September
- Must apply to each program specifically
  - Family Life, Ethics, Bioethics, World Religions, Homiletics, Resource Management
- Must have enough time in grade to complete training, utilization, and PME before Primary Zone to LTC.
- Not more than 17 years (204 months of service)
- Minimum GPA of 2.5 on an accredited degree
- GRE Required

# Care for Soldiers and Families



# Branch Priorities

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Your story is more important than top 3 locations.

- Positive Considerations: Identity, gifting, calling, family, goals
- Neutral Considerations: Location preferences, less deployable, lower OPTEMPO, marketability, EFMP
- Negative Considerations: Career impact, pigeonholed, reputation, pride, drug deals, pushback
- Realize that preferences matter less as you move up in rank, specialize in a community of practice, or perform well/poor





## A few of the factors we consider on your behalf...

- **Time on Station**
- **Career Manager Input**
- **Sr Chaplain Input**
- **CCH's Desires**
- **Promotion Zones**
- **Faith Group Balance**
- **Skill Sets**
- **Gender balance**
- **Ethnic balance**
- **Military/Civilian Schools**
- **Deployments/Dwell**
- **Mandatory Utilization Tours**
- **Promotion/Non-selection**
- **SELCON**
- **Retirements/Resignations**
- **Assignment balance (Op/Gen force)**
- **Grade/Rank Considerations**
- **Flag Actions**
- **PCAs**
- **Slots Authorized/Not Filled**
- **Security Clearances**
- **Force MGT/Structure issues**
- **Dual Military**
- **Compassionate reassignments**
- **EFMP Considerations**
- **Medical Issues**
- **Emergency Fills**
- **Assignment Incentive Pay**
- **Assignment Preferences**
- **PCS Domino Effect**
- **ACMG (Manning Guidance)**
- **Current/Past Vacancies**

# Care for Soldiers and Families -Personnel Actions





- Active Duty Service Obligation (ADSO)
  - Initial Tour—3 years
    - Career Status Panel
  - ACS/CPE—3 days per 1 day of school
  - ILE/SSG—2 years
  - PCS—1 year or OCONUS tour length
- Military Service Obligation (MSO)
  - 8 years military service
    - COMPO 1, 2, or 3



- **Retirement**
  - Submit no earlier than **24 months** from retirement date
  - Submit no later than 9 months from retirement date
- **Resignation**
  - Submission **6-12 months** from desired separation date
  - Align with PCS Move Cycle
- **The Chief of Chaplains is the approval authority for all Chaplain voluntary separations.**



- Maximum Age (62 years)
- Maximum Service
  - COL–30 years Active Federal Commissioned Service
  - LTC–28 years AFCS
  - MAJ–24 years AFCS
    - If SELCON: up to 24 years
  - CPT–20 Years AFCS
    - Must be SELCON
- AFCS is only commissioned service
  - Active Federal Service (AFS) includes enlisted service



- CCH is approving authority for changes in ecclesiastical endorsements (AR 165)
- Chaplains seeking an endorsement change must **coordinate with the current and prospective endorsing agents** to avoid a loss of ecclesiastical endorsement.

# Talent Management



# Branch Priorities

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- TM is not about your identity
- TM is not about your value
- TM is not about your ministry potential
- But, TM may impact your chances to continue ministering within the Army context

**Success and failure hold the same temptation: to begin to define yourself from a perspective other than God's perspective.**

# CHAPLAIN CORPS OPPORTUNITIES

RSOG PERSONNEL DIVISION



## \*How Many Promote to the Next Rank?

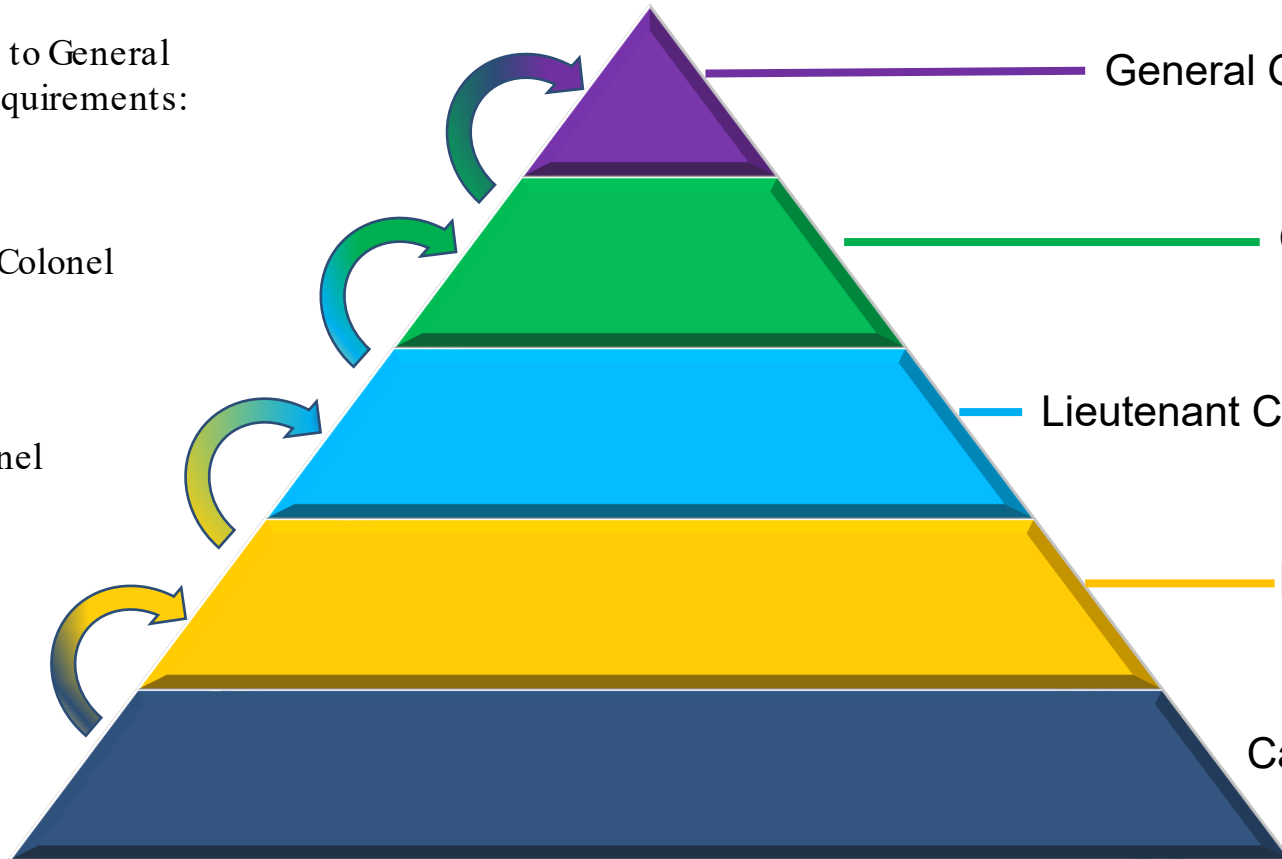
## Chaplain Corps Personnel Percentages by Rank

Zero Promotions to General Officer (FY23 Requirements: Max. 2)

15 Promoted to Colonel

30 Promoted to Lieutenant Colonel

60 Promoted to Major



General Officer = 0.01%

Colonel = 6.8%

Lieutenant Colonel = 13.01%

Major = 30.33%

Captain = 50.43%

\*FY22 Numbers only; Actual promotions vary annually



- Talent Management is how the Army acquires, develops, employs, and retains its greatest assets—people—to enhance readiness by maximizing human potential.

### KNOWLEDGE

Facts, information, and skills acquired by a person through experience, education or training

*Example* Russian language proficiency; doctoral degrees; professional certifications, CPE, ACS, etc.

### SKILLS

The ability to apply knowledge to a task

*Example* Jumpmaster; Force Management, strategic thinking

### BEHAVIORS

The way one acts or conducts oneself, especially toward others

*Example* decision-making under pressure; critical thinker; team player

### PREFERENCES

Interests, career ambitions, and personal life goals

### DIVERSITY

The inclusion of individuals representing diverse national origins, races, religions, or genders. A key consideration is the distribution of low-density/high demand faith group chaplains across the force.

# COMMUNICATING TALENT

## RSOG PERSONNEL DIVISION



- STP, OER's, AER's, education and various assignments are all part of the Army's tools to communicate talents and experiences to analyze and leverage for assignment considerations.

### TALENT

#### SKILLS

Are shaped by:

Native Ability  
Intelligences  
Preferences  
Background

#### KNOWLEDGE

Is shaped by:

Education  
Training  
Experience  
Tenure

#### BEHAVIORS

Are shaped by:

Character Ethics /  
Values Goals /  
Beliefs Teamwork

The screenshot displays the 'SOLDIER TALENT PROFILE' interface. It includes sections for 'Basic Data' (with a soldier's photo), 'Career Mapping' (a timeline from 2004 to 2010), 'Experience', 'Deployable' status, 'Residence', 'Skills' (listing Professional Licenses, Certifications, and Languages), and 'Additional Data'. On the right side, there is a 'COMPANY GRADE PLATE (CGR - US ARMY - CDRG OFFICER EVALUATION REPORT)' form, which is a detailed performance evaluation tool with various checkboxes and input fields for assessing a soldier's performance.

# ASSESSMENT METRIC

## RSOG PERSONNEL DIVISION



Senior Rater (SR) Block Check	SR Narrative Assessment
MQ / ACOM	Superior
	Outstanding
	Good
	Average
	Weak
HQ / COM	Superior
	Outstanding
	Good
	Average
	Weak
Q or NQ / BCOM	SHOW CAUSE

**Superior:** Superior performer. Top few. A superior narrative has enumeration equaling 1%, or the best of the entire SR profile:  
 “the #1 of 10 I senior rate”  
 “the best officer I senior rate”  
 “a top 1% officer”

**Outstanding:** Outstanding performer. An outstanding narrative has enumeration equaling 2%-15%, or superior enumeration that does not include the entire SR profile:  
 “ranks #2 of 15 Majors”  
 “a top 10% officer”  
 “in the top 5% of all officers with whom I have served”  
 “the best Captain in the battalion S3”

**Good:** Solid performer. A good narrative has enumeration equaling 16%-33%:  
 “the #3 of 11 I senior rate”  
 “a top third officer”

**Average:** Average performer. A good narrative has enumeration equaling 34%-50%:  
 “the #4 of 10 I senior rate”  
 “in the top-half of all officers I senior rate”

**Weak:** Weak performer. This narrative has no enumeration or enumeration greater than 51%.

**SHOW CAUSE CONSIDERATION:** This narrative has negative comments that indicate show cause consideration and is not based on enumeration, or lack thereof.

*Note: If both hard and soft enumerations exist in the same SR narrative, use hard enumeration for scoring.*



- Do not evaluate against other chaplains; instead evaluate against all rated officers of the same rank
- Evaluations are written to communicate with promotion and separation boards
- Narrative is key
- Enumeration by rating officials make it much easier for them to determine how to vote a file
- Quantify performance & potential...identify your best!
- Specific comments are better (select for... vs. consider for...)
- Fairly and accurately assess subordinates
- Comments on promotion potential are a must (the lack of comments sends a message as well)
- Comments on schooling are helpful
- Don't use general percentages only (top 20% officer)
- Don't use the same verbiage....avoid cut and paste.....boards can detect repeats
- What you don't say is just as damaging as what you do say

# CAREER STATUS PANEL

## RSOG PERSONNEL DIVISION



- **Regular Army (RA) Chaplains.** RA Chaplains receive a three-year provisional endorsement (DD Form 2088), and their AMHRR and application packet will appear before a Career Status Panel (CSP) at three years of TIS to be recommended to the CCH for an ecclesiastical endorsement for indefinite service (AR 165-1, 8-5).
- **Purpose.** The CSP is an assessment tool for the CCH to ensure that only RA Chaplains who *consistently* maintain high standards of performance, efficiency, morality, and professionalism are permitted to serve.
- **Chaplain's Application Packet.** The Chaplain's application packet consists of an updated DD Form 2088, Letter of Intent, Letter of Recommendation from an O-5 or O-6 level Senior Supervisory/Command Chaplain, and a Letter of Recommendation from the first O-6 level Commander in the Chaplain's Chain of Command.
- **Personnel Actions Officer (PERACTO).** The PERACTO builds the application packet, which includes the Letter of Intent, Letters of Recommendation, Officer Evaluation Reports (OERs), Academic Evaluation Reports (AERs), Soldier Talent Profile (STP), with masked photo, and, if applicable, documents related to adverse action.
- **Involuntary Separation.** Chaplains not approved for indefinite endorsement will follow the procedures outlined in *Officer Transfers and Discharges*, Army Regulation 600-8-24, para 5-4, for involuntary separation.

# Talent Management Spaces







- The Chief of Chaplains (CCH) is the Branch Proponent and approving authority for ALL chaplain officer assignments
- The OCCH/ Chief, Chaplain Corps Branch (D-~~ACER~~) continues to distribute chaplain officers IAW Active Component Manning Guidance (ACMG), the CCH Manning Guidance, and the approved CCH Distribution Plan for ATAP.
- To ensure a common operating picture between Commands and the Office of the Chief of Chaplains (OCCH), the D-~~ACER~~ utilizes IPPSA as the system of record in conjunction with the CCH Distribution Plan for Chaplain Officer Distribution planning and execution.

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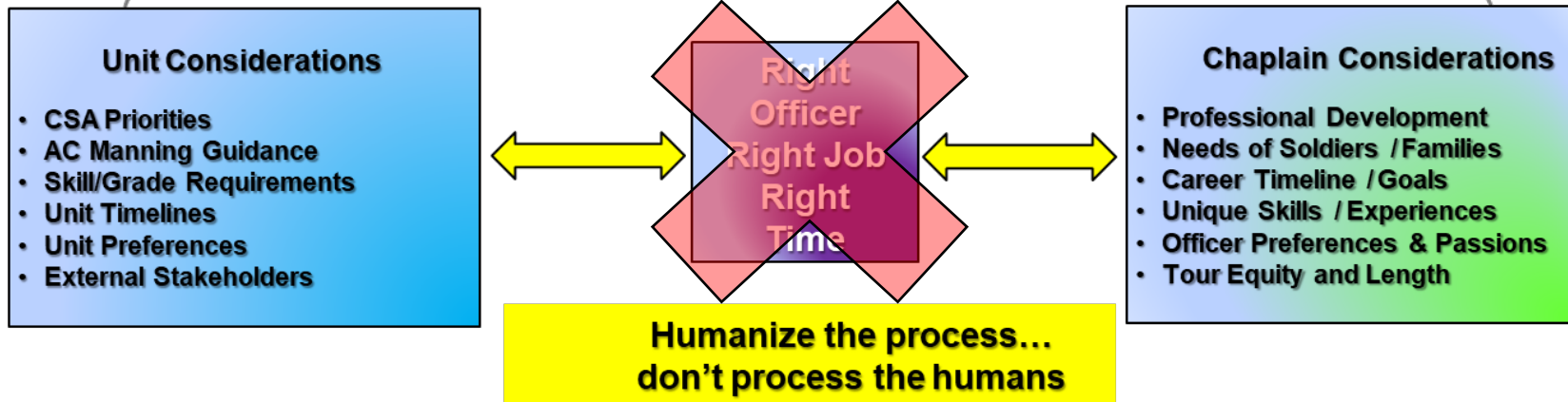
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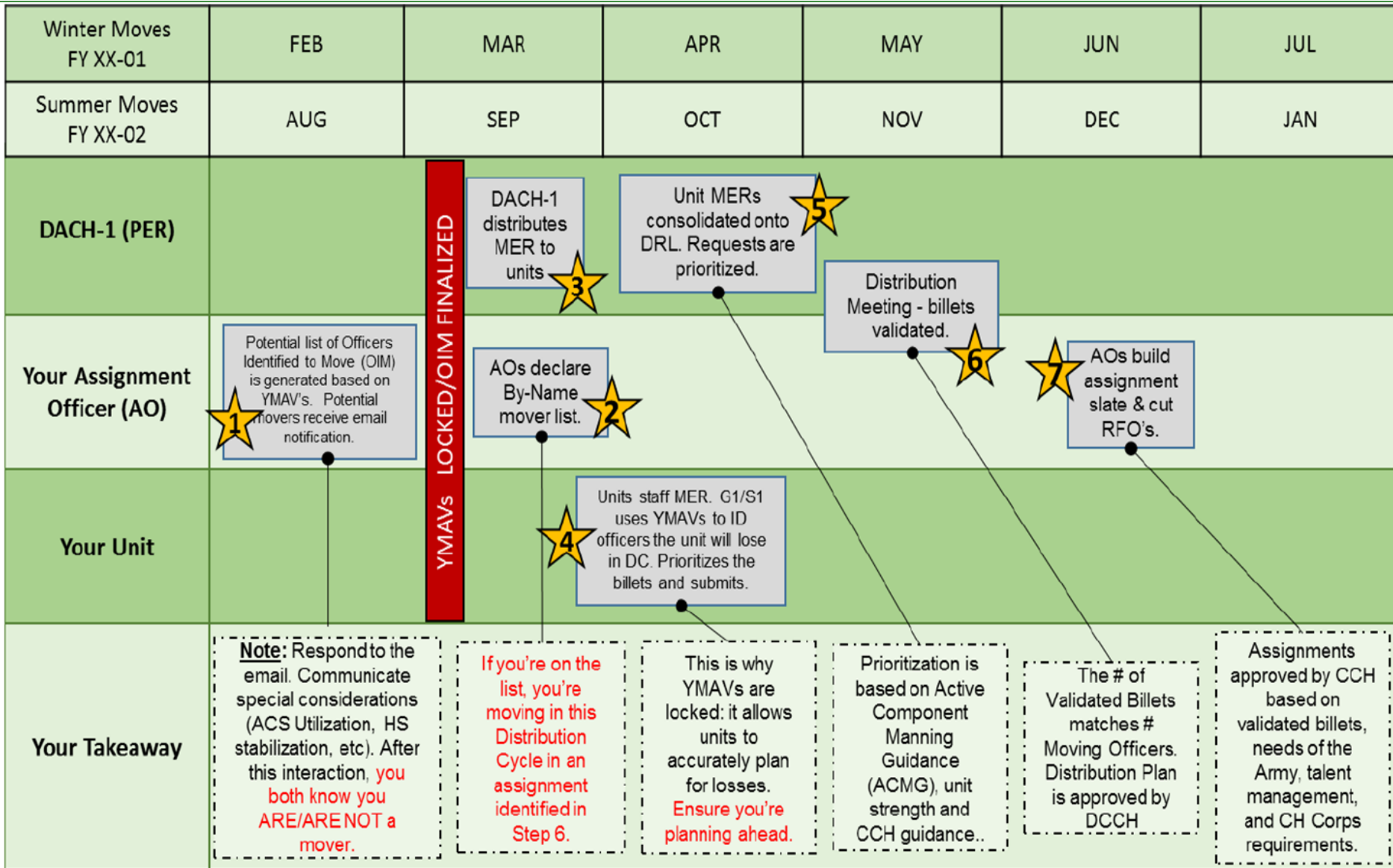
- Account Managers and Assignment Officers interact and coordinate Fills and Vacancies
  - Assignment Officers make assignments

## Talent Management at the Individual Level



# ASSIGNMENTS

## RSOG PERSONNEL DIVISION



**Note:** Respond to the email. Communicate special considerations (ACS Utilization, HS stabilization, etc). After this interaction, you both know you ARE/ARE NOT a mover.

If you're on the list, you're moving in this Distribution Cycle in an assignment identified in Step 6.

This is why YMAVs are locked: it allows units to accurately plan for losses. Ensure you're planning ahead.

Prioritization is based on Active Component Manning Guidance (ACMG), unit strength and CCH guidance..

The # of Validated Billets matches # Moving Officers. Distribution Plan is approved by DCCH

Assignments approved by CCH based on validated billets, needs of the Army, talent management, and CH Corps requirements.

**YMAVs LOCKED/OIM FINALIZED**

# ASSIGNMENTS

## RSOG PERSONNEL DIVISION



Winter Cycle	January	February	March	April	May	June
Summer Cycle	July	August	September	October	November	December
<b>HRC/PER</b>						
<b>Your Career Manager</b>						
<b>Your Unit</b>						
<b>Your Takeaway</b>						

# PRINCIPLES OF ARMY TALENT ALIGNMENT PROCESS

## RSOG PERSONNEL DIVISION



- Every officer is in ATAP and self-professes talent information using the Assignment Interactive Module (AIM2).
- Every unit is in ATAP, advertises and describes their organizational vacancies and commanders actively participate in the process using AIM2.
- Readiness determines which positions are in the ATAP and available for fill.
- Every job is filled through ATAP using AIM2. Units provide the data to turn a vacancy into a job.
- Readiness, professional development, and senior leader guidance determine eligibility rules for assignments.
- ATAP operates with increased transparency
- \* *Commanders DO NOT interview chaplains like they do other officers for other staff positions; they DO NOT “hire” chaplains in the AIM2 process.*

**Moves the Army toward a talent management system that meets readiness requirements, incentivizes officer and unit participation, and regulates if necessary.**

# CONTACT INFORMATION

## RSOG PERSONNEL DIVISION



NAME ↑ ▾	RANK ▾	POSITION ▾	EMAIL ▾
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DICE JAMES D	LTC	Sr. Account Manager	james.d.dice4.mil@army.mil
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# QUESTIONS



# BACK UP SLIDES







### FY23 CH COL Promotion Selection Board

**119 Chaplains Considered for Promotion in all 3 zones**

**14 Chaplains selected for COL**  
0 AZ; 14 PZ; 0 BZ

**59 Chaplains in Above Zone**  
0 Selected (0.0%)

**31 Chaplains in Primary Zone**  
14 Selected (45.2%)

**29 Chaplains In Below Zone**  
0 Selected (0.0%)

**CH COL Rates By Zone**

	FY23	FY22	FY21
<b>AZ</b>	0.0%	3.4%	3.9%
<b>PZ</b>	45.2%	59.1%	42.9%
<b>BZ</b>	0.0%	0.0%	0.0%
<b>ACC (OPS) COL Selection Rates by Zone</b>			
	FY23	FY22	FY21
<b>AZ</b>	<i>Not Yet Published</i>	8.0%	6.3%
<b>PZ</b>	<i>Not Yet Published</i>	38.2%	39.1%
<b>BZ</b>	<i>Not Yet Published</i>	5.9%	1.8%

**Senior Rater on Most Recent OER**

- PZ selects Senior Rater Ranks: 0% GEN; 0% LTG, 85.7% MG; 14.2% BG; 0% COL.
- AZ selects Senior Rater Ranks: N/A.
- PZ non-selects Senior Rater Ranks: 12% GEN; 12% LTG; 41% MG; 12% BG; 35% COL; 12% SES2.
- AZ non-selects Senior Rater Ranks: 2% GEN; 3% LTG; 40% MG; 12% BG; 32% COL; 2% SES2; 7% SES1; 2% GS-15.

**PZ Information (LTC OERs)**

- PZ population averaged 1.45 MQs out of last 3 OERs.
- PZ selects averaged 2.36 MQs out of 3 OERs.
- PZ non-selects averaged 0.84 MQs out of 3 OERs.
- 93% of PZ selects had an MQ on most recent OER.
- 57% of PZ selects had an MQ on second most recent OER.
- 35% of PZ non-selects had an MQ on most recent OER.
- 0% of PZ non-selects had an MQ on second to last OER.

**PZ Select Assignment Information**

- 50% served as DIV CHs.
- 43% had HQDA experience.
- 29% had SOF experience as LTCs.
- 21% served at the USA-IRL.

**PZ Select Demographic Information**

- 64.3% Caucasian
- 21.4% African American
- 14.3% Asian Pacific Islander
- 92.9% Male
- 7% Female; 50% of eligible Females in the Primary Zone were selected for promotion.



### FY23 CH LTC Promotion Selection Board

**128 Chaplains Considered for Promotion in all 3 zones**

**32 Chaplains selected for LTC**  
4 AZ; 26 PZ; 2 BZ

**40 Chaplains in Above Zone**  
4 Selected (10%)

**42 Chaplains in Primary Zone**  
26 Selected (61.9%)

**46 Chaplains In Below Zone**  
2 Selected (4.3%)

CH LTC Selection Rates By Zone			
	FY23	FY22	FY21
AZ	10.0%	9.1%	7.0%
PZ	61.9%	55.8%	62.5%
BZ	4.3%	5.3%	4.0%
ACC (OPS) LTC Selection Rates By Zone			
AZ	<i>Not Yet Published</i>	7.2%	10.2%
PZ	<i>Not Yet Published</i>	73.4%	75.8%
BZ	<i>Not Yet Published</i>	8.6%	6.2%

#### MB Information

- MB selects averaged 4.8 MAJ OERs.
- MB selects averaged 4.0 MQs.
- 100% of MB selects completed ILE.

#### BZ Information

- BZ selects averaged 4 MAJ OERs.
- BZ selects averaged 3.5 MQs.
- 100% of BZ selects completed ILE.

#### PZ Information

- PZ population averaged 2.6 MQs out of an average 5.3 OERs.
- PZ selects averaged 3.3 MQs out of an average 5.0 OERs
- PZ non-selects averaged 1.7 MQs out of 5.2 OERs.
- 92% of PZ selects received an MQ on most recent OER.
- 29% of PZ non-selects received an MQ on most recent OER.
- 92% of PZ selects completed ILE.
- 100% of PZ selects served in supervisory positions.

#### AZ Information

- AZ population averaged 2.5 MQs out of an average 5.8 OERs.
- AZ selects averaged 3.5 MQs out of an average 6.5 OERs
- AZ non-selects averaged 2.3 MQs out of 6 OERs.
- 100% of AZ selects received an MQ on most recent OER.
- 16.7% of AZ non-selects received an MQ on most recent OER.
- 100% of AZ selects completed ILE.
- 100% of AZ selects served in supervisory positions.



### FY23 CH MAJ Promotion Selection Board

**190 Chaplains Considered for Promotion in all 3 zones**

**59 Chaplains selected for MAJ**  
5 AZ; 49 PZ; 4 BZ

**47 Chaplains in Above Zone**  
5 Selected (10.6%)

**72 Chaplains in Primary Zone**  
49 Selected (68.5%)

**71 Chaplains In Below Zone**  
4 Selected (5.6%)

CH Major Selection Rates By Zone			
	FY23	FY22	FY21
AZ	10.6%	28.6%	7.3%
PZ	68.5%	61.1%	73.4%
BZ	5.6%	5.6%	4.9%
ACC (OPS) Major Selection Rates by Zone			
	FY23	FY22	FY21
AZ	<i>Not Yet Available</i>	21.1%	17.6%
PZ	<i>Not Yet Available</i>	83.2%	80.6%
BZ	<i>Not Yet Available</i>	25.0%	20.9%

**Below the Zone (BZ) Information**

- BZ selects averaged 6.25 MQs.
- BZ selects averaged 6.5 OERs.
- 100% of BZ selects completed C4.

**Merit Based (MB) Information**

- MB selects are top 20% of OML.
- MB selects averaged 6.2 MQs out of an average of 6.8 OERs.
- 100% of MB selects received an MQ on most recent OER.
- 100% of MB selects completed C4.

**PZ Information**

- PZ population averaged 4.6 MQs out of an average 7.7 OERs.
- PZ selects averaged 5.1 MQs out of an average 7.9 OERs.
- 95.1% of PZ selects received an MQ on most recent OER.
- PZ non-selects averaged 2.5 MQs out of 8.1 OERs.
- 50% of PZ non-selects received an MQ on most recent OER.
- 100% of PZ selects completed C4.
- 89.3% of PZ non-selects completed C4.

**AZ Information**

- AZ population averaged 2.7 MQs out of an average 9.2 OERs.
- AZ selects averaged 4.6 MQs out of an average 9.2 OERs.
- 100% of AZ selects received an MQ on most recent OER.
- AZ non-selects averaged 2.4 MQs out of 9 OERs.
- 25.6% of AZ non-selects received an MQ on most recent OER.
- 100% of AZ selects completed C4.
- 96.6% of AZ non-selects completed C4.