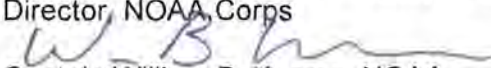




MEMORANDUM FOR: Rear Admiral Jonathan W. Bailey, NOAA
Director, NOAA Corps

FROM: 
Captain William B. Kearse, NOAA
Director, Commissioned Personnel Center

SUBJECT: Fiscal Year 2009 Officer Corps Management Plan

I. PURPOSE

The purpose of the Officer Corps Management Plan (OCMP) is to describe the current state of the commissioned officer workforce and provide FY09 recommendations regarding the number of promotion selections to be made in each grade for the end strength of 299 officers. In addition, the OCMP will serve as an execution plan for FY09 budget decisions. The recommendations are based on a 21-month forecast of vacancies in each grade, for vacancies projected until July 2010, when the first promotions are expected to occur resulting from selection boards held in March 2010. CPC selected a 21-month forecast period for the FY09 OCMP, due to the timing of the officer personnel boards, the time it takes to obtain final promotion confirmation with signatures (usually at least four months), and the number of known vacancies.

II. BACKGROUND

There are three elements to the officer promotion process: eligibility, selection, and promotion. Each element is controlled by laws, regulations, and administrative procedures. The elements are driven by:

- Authorized Strength: The total number of officers in active duty determines the number specified for each grade.
- Flow Rate: 1) Promotion Flow Point -- the number of years of commissioned service at which most officers would be promoted to the next higher grade, and 2) Time in Grade -- the length of time served at a specific grade level.
- Promotion Percentage: The number of officers to be selected in the promotion zone.

These factors are interrelated and cannot be separated from each other. A change in one will force a change in the others. Annually, CPC develops the Officer Corps Management Plan by analyzing billet levels, workforce strength, attrition trends and forecasts, promotion decisions, accession needs, and promotion points for the commissioned officer workforce. Essentially, the plan looks at the health of today's officer workforce by examining all major indicators and prescribes action to ensure a healthy future. The decisions made in this memorandum will enable the NOAA Corps to meet the workforce requirements of today and those of the future.

A. Authorized Strength

1. Workforce Strength. In the FY08 Omnibus Bill, the NOAA Corps end strength was increased to a yearly average of 321 officers (plus two admirals), but funding for the additional officers was not provided. In October 2008, the Hydrographic Services Improvement Act (HSIA) was



passed. This bill will increase the authorized strength of the NOAA Corps to a yearly average of 379 officers in FY10 if funding allows, after submitting the Ship and Aircraft Recapitalization Plans and the Workforce Plan to Congress. For now, the funded strength is 299 officers (plus two admirals) so CPC is managing the NOAA Corps to an average of 299. The projected cost of officer salaries and benefits for FY09 is \$31,483,400. The distributions by grade mean that with the strength of 299 officers, a certain number of officers at each grade are authorized, as shown.

2. Officer Grades Established By Law. 33 USC 3004 specifies the number of NOAA Corps officers at each grade level by percentage of the total number of active duty officers onboard. Section 214 of the code states the following percentages for each grade, as shown below in the Grade Distribution By Law table.

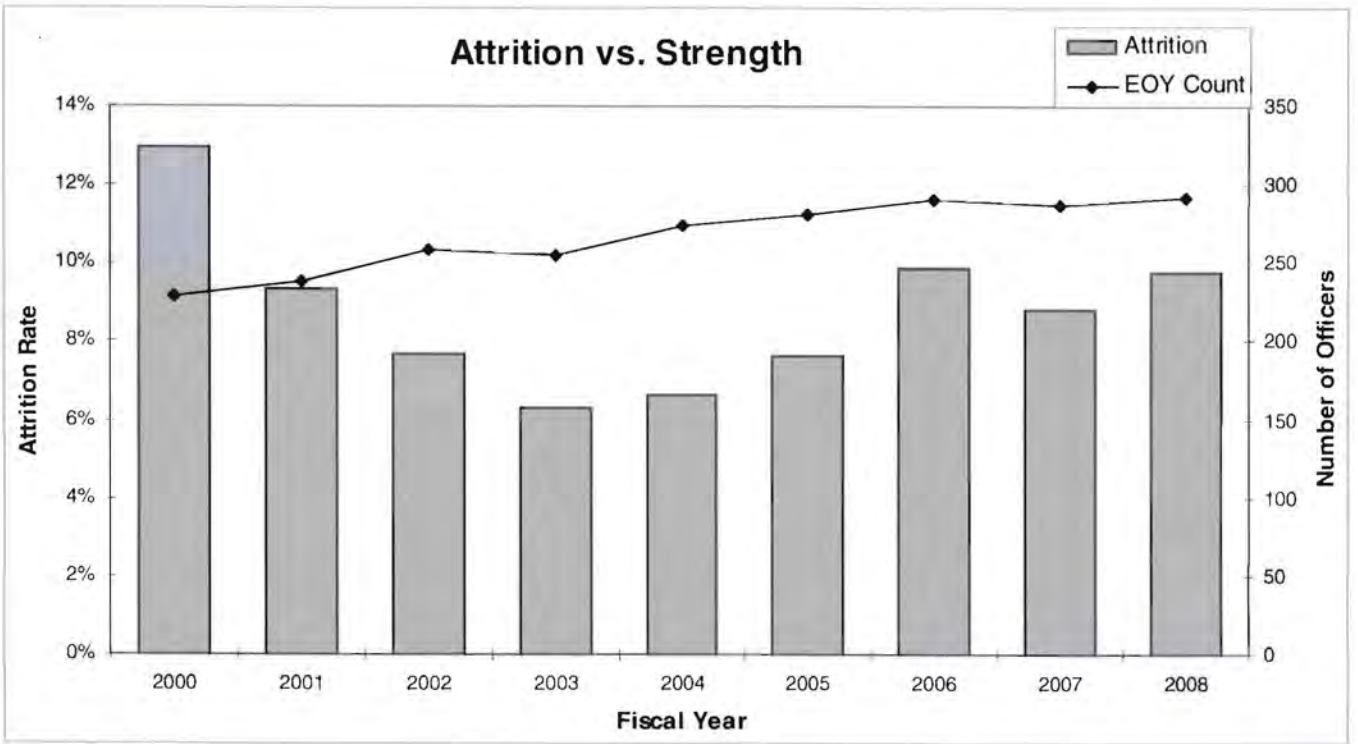
Grade Distribution By Law

Grade	Established Percentage	Authorized Number of Officers	
CAPT	8%	24	26
CDR	14%	42	45
LCDR	19%	57	61
LT	23%	69	74
LTJG	18%	54	58
ENS	18%	53*	57*
Total Authorized		At 299	At 321

*Note that the number of officers in each grade is rounded to the nearest whole number. The number of ensigns is decreased by one to account for this in order to keep the total at the proper end strength count.

B. Workforce Driving Factors.

1. Attrition. The majority of officer personnel decisions are based upon grade level forecasts and predicted attrition rates. Attrition, which is any retirement, resignation, or separation, creates a vacancy in that grade. The vacancies in each grade are projected based on the monthly strength of the Corps, and CPC uses this information to determine the number of officers that need to be selected in each grade. At the higher pay grades, each vacancy is filled by promotions that typically cascade down to the lieutenant level and ultimately require an accession to maintain workforce size. Accession mainly occurs by bringing new ensigns into the service, although there are a small number of inter-service transfers.



Attrition rates since 2000, shown in the chart above, determine an average attrition rate for forecasting purposes. In 2007, the NOAA Corps attrition rate decreased slightly to 8.84% then increased slightly in 2008, to 9.8%. This rate can be attributed to the voluntary retirements of senior officers, the 'up or out' promotion system, and resignations of junior officers. The three-year average from FY06-08 is 9.5%; the average attrition rate for the period FY02 through FY08 is 9.0%, which will be used to forecast the total number of vacancies per year. The Attrition Rate Table shows the attrition rate by grade.

Attrition Rate Table

Attrition Rate by Fiscal Year								
Grade	2002	2003	2004	2005	2006	2007	2008	Average
	7.69%	6.32%	6.67%	7.66%	9.89%	8.84%	9.76%	9.04%
Attrition Rate Broken Down by Pay Grade								
O-1	50.0%	18.8%	5.9%	15.0%	24.1%	11.5%	14.3%	16.9%
O-2	0.0%	12.5%	5.9%	15.0%	10.3%	11.5%	17.9%	12.3%
O-3	22.2%	18.8%	17.7%	20.0%	17.2%	15.4%	17.8%	17.5%
O-4	5.6%	6.3%	11.8%	10.0%	6.9%	11.5%	10.7%	9.5%
O-5	22.2%	12.5%	23.5%	15.0%	10.3%	26.9%	17.9%	17.4%
O-6	0.0%	31.3%	23.5%	25.0%	31.0%	19.2%	17.8%	25.1%
O-7	0.0%	0.0%	5.9%	0.0%	0.0%	3.9%	0.0%	1.3%
O-8	0.0%	0.0%	5.9%	0.0%	0.0%	0.0%	3.6%	0.0%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Attrition Count	18	16	17	21	28	26	28	26

The breakdown of the percentage of officers leaving by grade is used to forecast the expected loss in a given grade, and that information in turn, is used to determine the number of officers that should be promoted to the next higher grade. Each grade's average attrition for the last few years is used as a portion of the total attrition, to calculate the number of vacancies in each grade. In this way, the vacancies from loss create space for promotions to maintain the appropriate 'by-law' percentages of officers in each grade.

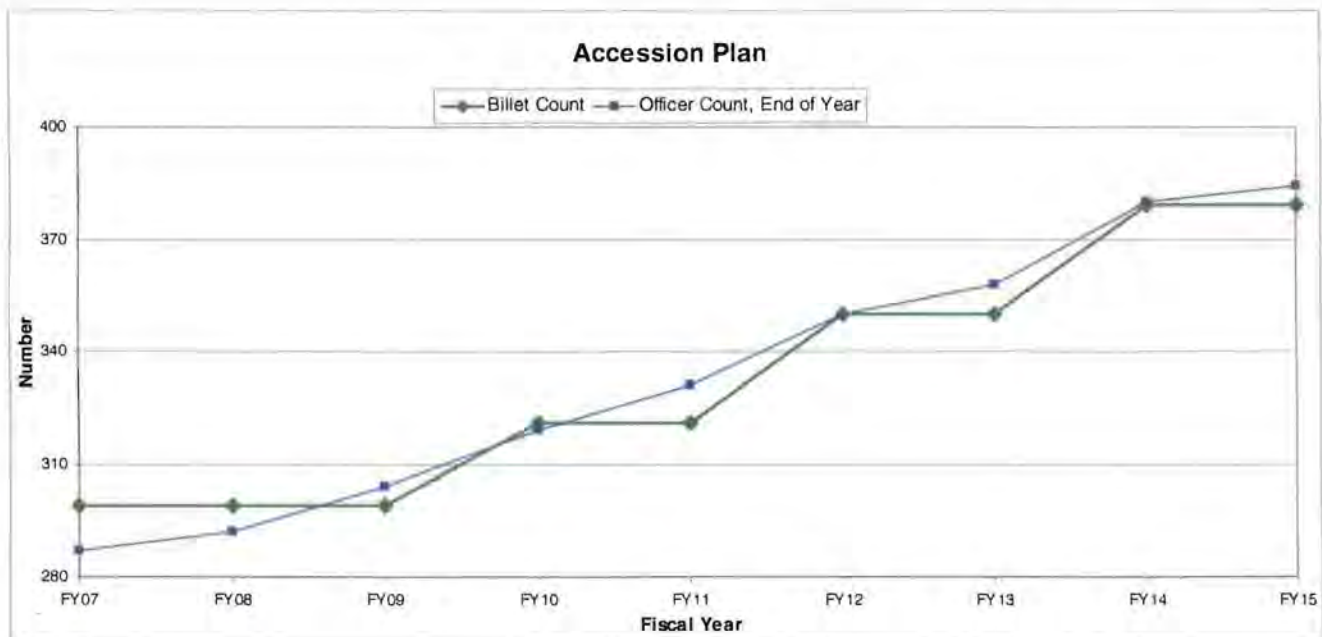
2. Accessions. In order to reflect the appropriated strength of 299 officers (plus two admirals), we need to access almost 40 officers in FY09. In FY08, a total of 33 officers were accessed through two A Schools and three inter-service transfers. For FY09 and beyond, we expect to implement a ramp-up plan that enables the NOAA Corps to meet its new authorized strength of 321 officers in FY10, and 379 in subsequent years, if sufficient funds are appropriated. In FY09, NOAA Corps plans to access 38 officers, for a total personnel gain of 12 officers, to maintain the funded 299 officer level. The table below shows the accession plan for FY09 through FY15, and the number of candidates necessary to maintain the planned strength of the Corps, with the average attrition rate rounded to 9%. The Accession Plan Table shows the number of officers that need to be assessed to reach the planned end strengths listed, with attrition.

Accession Plan Table

Planned	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Billet Count	299	321	321	350	350	379	379
Planned Billet Increase	0	22	0	29	0	29	0
BOY Officer Count	292	304	319	331	350	358	380
EOY Officer Count	304	319	331	350	358	380	384
EOY Body/Billet Delta	5	-2	10	0	8	1	5
Attrition Rate	9.00%	9.00%	9.00%	9.00%	9.00%	9.00%	9.00%
Total Attrition (by %)	26	27	28	30	32	32	34
Personnel Gain	12	15	12	19	8	22	4
Total Accessions	38	42	40	49	40	54	38
BOTC	35	40	40	47	40	52	38
IST	3*	2	0	2	0	2	0
BOTC Accession %	92%	95%	100%	96%	100%	96%	100%
Other Accession %	8%	5%	0%	4%	0%	4%	0%

Key: BOY= Beginning of Year, EOY= End of Year, IST= Inter-Service Transfer

Deviations from the proposed plan, such as canceling an A School, decrease the personnel gain and cause a larger difference between the planned and actual personnel strength in the out years. Additionally, any reductions in out-year funding will impact strength by decreasing A Schools and would further delay the opportunity to reach the increased authorization strength. The Accession Plan graph below shows the difference between the planned and actual number of officers, holding two A Schools in all years except FY14, when three A Schools are planned.



C. Opportunity of Selection (OOS) and Promotion Zone Size. In 2006, section 04204 of the NOAA Corps Directives was changed to eliminate the promotion multiplier and add an opportunity of selection (promotion percentage) model, shown below. This model provides NOAA Corps the ability to adjust the opportunity of selection based on Service needs, by plus or minus 10 percent of the OOS listed in the Directives.

Opportunity of Selection	
To Grade	Percent Opportunity (+ or - 10%)
O-6	50%
O-5	70%
O-4	80%
O-3	Determined annually (typically 90%)
O-2	100% of qualified

Per NOAA Corps Directives, the number of NOAA Corps officers in a promotion zone (the zone size) shall not be less than the number of selections planned, divided by the applicable opportunity of selection shown in the table above. For example, if four Captain vacancies are predicted, and 50% is the OOS, the zone size will be $4/.5=8$. In cases where the results contain a fraction of 0.5 or above, the minimum zone size will be rounded to the next higher number, and an additional officer will be added to the zone.

III. DISCUSSION

CPC is providing promotion recommendations for the NOAA Corps' projected strength of 299 officers, based on the 299 funding level as well as the forecasted attrition. The table below summarizes the vacancy estimation process and depicts the number of officers to be selected for promotion at each grade, over a 21-month period until July 2010. CPC forecasts that the selection of a total of 65 officers will be necessary to fill the current and projected vacancies during this time period. Combining forecasted attrition (which creates vacancies), accession (which also creates vacancies due to the increased strength divided by the specified grade counts), and needs of the service, a selection projection table calculates the number of officers in each grade that should be selected during the next promotion board meetings. Officers already selected for the next grade but not yet promoted are subtracted from the total vacancies, and the number selected during these board meetings to move up to the next grade, are added (labeled 'This Selection Move Up' on the table).

Vacancy Estimation for Selection Needs Table
Forecasted Vacancies – 21 Months

Grade	11/1/08 Actuals at 291	299 Authoriza- tion	Current Vacancy	21-mo Vacancy Forecast	Total Vacancy	Minus Already Selected	Equals	This Selection Move Up	To Select
O6	23	24	1	5	6	4	2	N/A	2
O5	41	42	1	5	6	4	2	2	4
O4	55	57	2	6	8	0	8	4	12
O3	61	69	8	7	15	2	13	12	25*
O2	54	54	0	6	6	31	-25	25	13**
O1	57	53	-4	6	2	0	2	N/A	
Totals	291	299	8	35	43	41	2	43	56

*Includes 2 LT inter-service transfers.

**Includes 3 LTJGs by law on 1 February, 2009 due to three-year mark; and 2 to LTJG with advanced standing.

There are a small number of vacancies projected for the grades of Captain and Commander due to known retirements and the number of officers that will have the proper time in grade to retire in the current rank (fewer than three years). Also, typically, there is a larger number of Captains retiring after flag rank selections, which occurs every three years. That was the reason for the larger number of Captain vacancies, and therefore, selections in 2008. For 2009, fewer vacancies are projected, so the zone sizes and needed selections are low for these grades. Smaller zones will allow the officers considered to meet the time in grade requirement, and will not necessitate a waiver for this in FY09.

Due to the long process for congressional approval, the LTJG board was held in August 2008 to ensure appointment by August 2009. The timing was due to 33 USC 3023 Section 223 which stipulates "An officer in the permanent grade of ensign shall be promoted to and appointed in the grade of lieutenant (junior grade) upon completion of three years of service. The authorized number of officers in the grade of lieutenant (junior grade) shall be temporarily increased as necessary to authorize such appointment." This means that ensigns must become LTJG by three years of service, which will occur for part of the zone in August 2009 – too early for activation of March board selections.

The August 2008 LTJG board selected 29 ensigns for promotion, as whole BOTC classes were considered at a time instead of breaking a class in parts. This may cause some ensigns to wait a longer period before actual promotion, but it is considered to be more equitable to look at complete BOTCs at one time. Likewise, in FY09, to consider a whole BOTC, more LTJGs will be selected than are needed by vacancy estimation. Thirteen ensigns will be considered for selection to LTJG although the vacancies are not projected to reach beyond those selected in 2008.

Recommended Promotions by Grade

Number to Select	
To Grade	299
O-6	3
O-5	4
O-4	12
O-3	25
O-2	13

A. Flow Rate. The promotion flow rate is made up of promotion flow points and time in grade. Promotion flow point is the average number of years of commissioned service (by appointment date) officers have when promoted to the next higher grade. The time in grade is the length of time served at a certain grade level. Because the authorized officer strength sets a limit on how many officers we can have in the NOAA Corps each year, this strength affects the number of possible promotions. The flow rate for the officers promoted in calendar year FY07 and FY08 are compared to the zone estimates for FY09, below. The 'Proposed Number of Officers' column is the recommended zone size for 2009. Average zone time in service and time in grade were calculated using 1 March, 2009 for the promotion board meeting date.

Average Time in Service - Based on Promotion Board Date									
Grade	2007 Selectees			2008 Selectees			2009 In-Zone Estimate		
	Number of Officers	Average Time in Service	Average Time in Grade	Number of Officers	Average Time in Service	Average Time in Grade	Proposed Number of Officers	Average Time in Service	Average Time in Grade
O6	5	20.7	2.3	10	20.6	2.8	5	19.3	3.2
O5	9	17.3	2.5	14	15.1	2.9	5	17.7	4.0
O4	11	7.8	2.6	8	8.3	3.3	14	10.4	4.2
O3	15	5.2	1.8	7	6.2	2.2	28	4.6	2.2
O2	17	1.8	1.5	12	2	2	13	2.3	1.4
Total	70			51			65*		

*65 is the total number of officers in the recommended zones for the March 2009 boards. An additional 29 LTJGs were selected in August 2008. **The LTJG time in service and in grade are calculated for an August 2009 board.

B. Time in Grade: For the officers in zone consideration to Captain and Lieutenant, the average time in service prior to promotion is shortening. Further, the NOAA Corps also has officers with less than the minimum time in grade required for promotion at the time of board consideration, for example, four years in the permanent grade of Commander and Lieutenant Commander are required before eligibility for

promotion to Captain and Commander, respectively. However, the officer's actual promotion date can be up to 18 months following consideration, which lengthens actual time in grade.

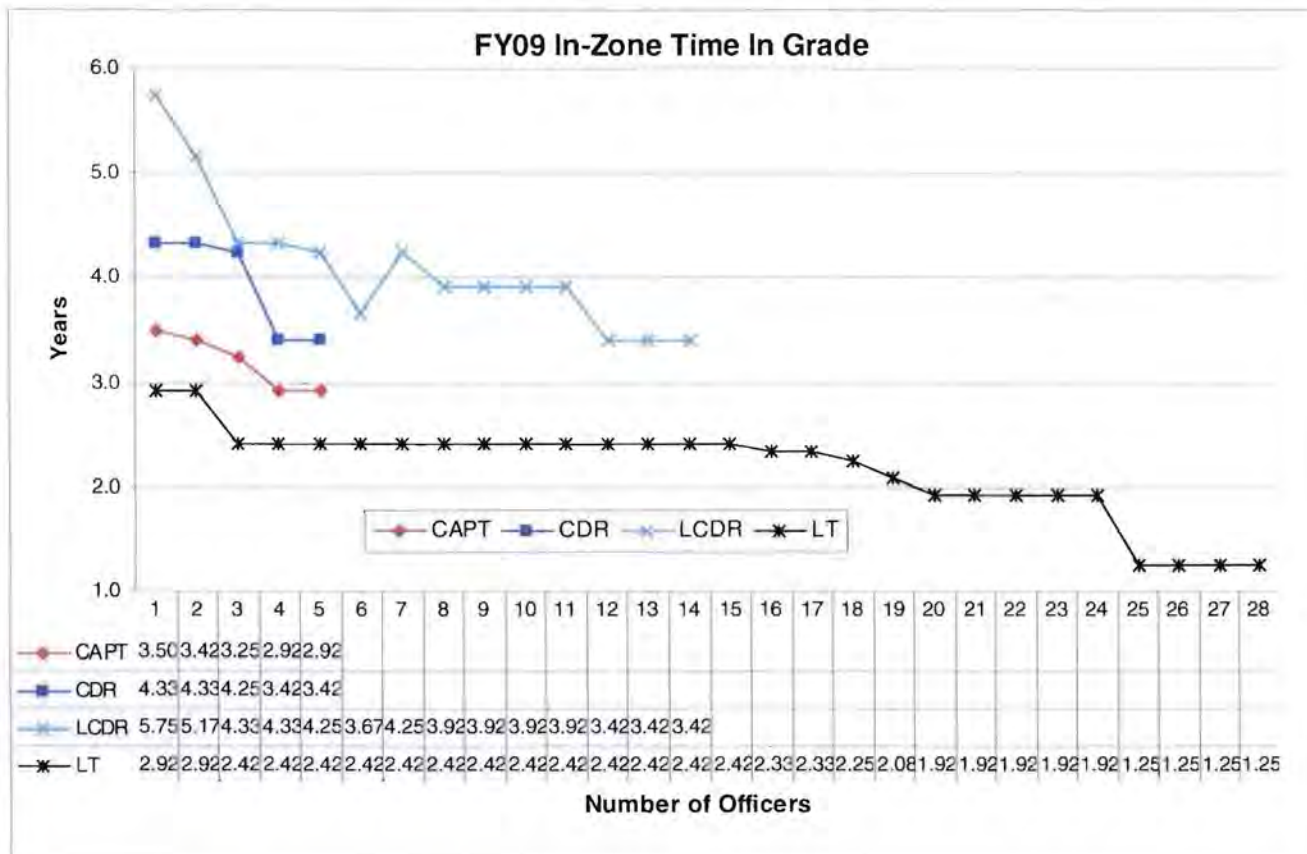
A major factor influencing today's shorter time in grade and time in service situation for officers serving as Commanders and Lieutenant Commanders is the hiring freeze immediately following the drawdown enforced during the mid-1990s. This has created a workforce "hole" attributing to an unbalanced staffing situation and is the basis for a shortage of experienced officers at the mid-level ranks. The NOAA Corps continues to have an experience gap within these ranks. As a result, officers today, in some cases, are being promoted rapidly, with less experience and time in grade, to fill this gap. For Lieutenants and Lieutenants (junior grade), the shorter time in grade was caused by varying numbers of BOTCs held per year. When one BOTC is held versus two, a small hole is created, and the next class after the hole will usually be selected with a shorter time in grade. Under the Department of Defense Instructions dated 1996, the Desired Active Duty Promotion Timing and Opportunity is listed below, compared to the NOAA Corps FY09 promotion estimates.

Department of Defense Desired Active Duty List Promotion Timing and Opportunity				
TO GRADE	DOD TIMING	NC TIMING FY09 estimates	DOD OPPORTUNITY	NC OPPORTUNITY
O6	22 years ± 1 year	19.5 years	50 percent	50 percent
O5	16 years ± 1 year	17.7 years	70 percent	70 percent
O4	10 years ± 1 year	10.2 years	80 percent	80 percent
O3	4 years	4.6 years	100 percent (FQ)	90 percent
O2	1.5 years	2.2 years	100 percent (FQ)	100 percent (FQ)

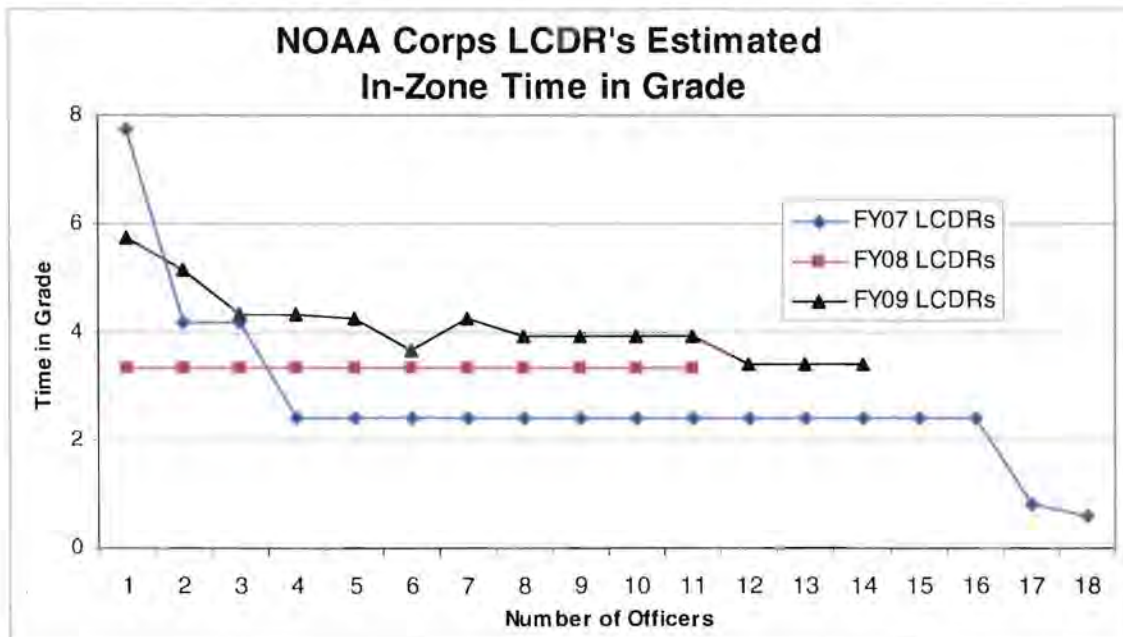
Note: FQ= Fully Qualified for promotion, meeting all medical and training requirements.

For FY09, promotion estimates show the NOAA Corps is promoting officers more than one year faster than DOD's minimum desired years in service for Captain, as shown in the table. The timing for consideration to promotion to the grade of Lieutenant Commander has increased over the last two years, as depicted in the Average Time in Service Table, which puts NOAA Corps on par with DOD's timing. Officers considered for promotion to Lieutenant Commander had a year less time in grade than the minimum DOD promotion timing (8 years versus 10 years plus or minus one year) in 2008. The time periods for promotion to Commander and Lieutenant in the NOAA Corps have changed over the last three years. As a result, they are now closer to DOD's promotion timing.

The short time in grade for the FY09 Captain zone is shown in the chart below. Short time in grade occurred in two grades in 2008 and in all grades in FY07. Four years in the permanent grade of Commander are required to be considered for selection to Captain under the NOAA Corps Directives. This year, a waiver of the NOAA Corps Directives will be required for consideration of some officers in the Captain zone, with an average time in grade of 3.2 years.



In the zone for consideration to Captain, although officers do not meet the minimum time in grade, they do meet the desired time in service. If, however, officers do not meet the time in grade and the time in service, a corrective measure within a closed-cohort system of the uniformed service, is used to impose a higher opportunity of selection within a grade. This measure reduces the number of officers being considered by the board, which results in longer waiting periods for promotion consideration and fewer non-selections within zone. Alternatively, if there is a need to speed up promotions or to 'weed out' individuals (for example, if the Corps is at maximum size), larger promotion zones with a lower chance of being selected would be recommended. This measure allows more officers to be considered by the board, but more officers will be non-selected, as well. Both of these measures are applied to manage the workforce, and have different effects, depending on the need. This OCMP recommends a strategy of smaller zones with a higher chance of selection for each officer in the zone. This management strategy will allow NOAA Corps to move away from waivers due to short time in grade, to align the promotion system with the proper timing, and to permit officers sufficient time to gain the necessary competencies prescribed for each grade. Using this management strategy would make FY09 the last year for which time in grade requirements have to be waived, which shows that the workforce management measures are having the desired effect.



C. Management Measures: Under the NOAA Corps Directives, the minimum eligibility for consideration to Lieutenant Commander is three years in the permanent rank of Lieutenant. This year, the promotion zone for Lieutenant Commander will consist of officers with an average of 4.1 years in the permanent grade of Lieutenant, as shown on the graph above. The graph shows the difference in LCDR time in grade between FY07, FY08, and FY09. The workforce management measure taken by the NOAA Corps for the FY07 Lieutenant Commander zone, implementing a higher OOS and a longer waiting period for consideration, aided the short time-in-grade situation that occurred in recent years. Also, the longer period for the FY07 promotion package to receive final approval lengthened the actual time in grade for Captains, Lieutenant Commanders, Lieutenants, and Lieutenants (junior grade) that year.

In this OCMP, CPC recommends higher selection percentage for each grade than the general specification OOS, shown in the Opportunity of Selection table, above. In these zones, higher OOSs are recommended this year to manage the zones. For each grade, the higher OOS will allow fewer officers to be considered, fewer to be passed over, and will increase the averages of time in grade and time in service. This also decreases the ranges of time in service and time in grade for the considered officers, and brings the averages closer to DOD promotion standards, as discussed below. This measure of implementing an OOS which is 5 or 10% above the guidance opportunity percentage, will help alleviate the problems of the experience gap in the Corps and short time periods in the current grade. Again, a higher recommended OOS will cause officers to wait longer for consideration, but they will have a better chance of selection when considered.

In-zone candidates consist of officers that are being considered for selection for the first time and officers that have been once non-selected. Above-zone candidates consist of officers non-selected for the next higher rank two or more times. In addition, officers with an approved voluntary retirement are not considered by the boards; those with an involuntary retirement are. The table below shows the authorized opportunity of selection for each grade in FY09.

Opportunity of Selection					Board Candidate Composition						
Percentage					In Zone			Above Zone			
Grade	To Select	OOS	In Zone Size	Number of In Zone Non-selections	First time considered	1xns	In Zone Total	2xns	3xns	4xns	Above Zone Total
CAPT	3	60%	5	2	0	5	5	0	0	0	0
CDR	4	80%	5	1	1	4	5	0	3	1	4
LCDR	12	85%	14	2	12	2	14	1	0	0	1
LT	25	90%	28	3	28	0	28	1	0	0	1
LTJG	13	100% FQ	13	0	12	0	13	0	0	0	0

xns= times non-selection, so 2xns stands for 2 times non-selection.

1. **CAPT OOS.** During FY08, the CAPT OOS was set at 55%. Although only two Captain vacancies were projected, three will be selected. The range for time in service for the in zone candidates for promotion to Captain is 20.1 to 18.6 years, and the range for time in grade is 3.5 to 2.9 years. Currently, the average promotion timing and opportunity at 50% for CAPT is 19.3 years. For DOD, the desired promotion timing and opportunity for CAPT is 22 years \pm 1 year. The NOAA Corps timing is more than a year faster than DOD timing in this instance, thus CPC recommends an OOS of 60%.

2. **CDR OOS.** During FY08, the CDR OOS was set at 75%. For FY09's in-zone CDR candidates, the time in service ranges from 24.2 to 15.6 years, and time in grade ranges from 4.3 to 3.4 years for the 75-80% OOS (zone size is the same in this case, for 75% and 80%). Currently, the average promotion timing and opportunity at 80% for CDR is 17.7 years. For DOD, the desired promotion timing and opportunity for CDR is 16 years \pm 1 year. The NOAA Corps is on par with DOD, thus CPC recommends an OOS of 80%.

3. **LCDR OOS.** During FY08, the LCDR OOS was set at 75%. LCDR is a critical retention decision point and this grade also shows the most significant impact of the experience gap within the NOAA Corps today. Using an 85% OOS shows officers in zone have a range of time in service from 16.5 to 8.0 years, with time in grade range from 5.8 to 3.4 years. NOAA Corps has a promotion timing and opportunity of 10.4 years for this year's zone size recommendation. For DOD, the desired promotion timing and opportunity for LCDR is 10 years \pm 1 year which is very close to the FY09 timing. CPC recommends an OOS of 85%.

4. **LT OOS.** For FY08, the LT OOS was set at 80%. CPC recommends dividing the LT zone in two parts, to consider those with over two years time in grade in March, and those with under 2 years in August. This allows LTJGs to meet the time requirements for consideration to LT, and provides time for officers to gain more competencies. A 90% OOS is recommended for both LT boards. For the March 09 LT board, the average time in grade is 2.4 years; the August LT board average will be 2 years at that time. The ranges for time in service and time in grade for the whole group are 11.2 to 3.5 and 2.9 to 0.8 years, respectively. The average promotion timing and opportunity at 90% for LT is 4.6 years. For DOD, the desired promotion timing and opportunity for LT is 4 years \pm 1 year. The NOAA Corps is comparable to DOD's timing, thus we recommend an OOS of 90%.

5. **LTJG OOS.** For the FY08 August boards, the LTJG OOS was set at 100% of those fully qualified. Twenty-nine ensigns were selected for promotion to LTJG, with an average time in service of 2.0 years, and an average time in grade of 1.6 years. For FY09, CPC recommends holding the LTJG board in August, like last year, to select 100% of qualified officers in the zone. The recommended zone is 13 ensigns to be considered for promotion. This is the entire A School class of 112, even though only four

LTJG vacancies are projected. The additional selected LTJGs would simply remain on the promotion list longer, gaining time in grade and time in service until actual promotion. The actual promotion could occur up to 12 months after the August selection, but this affords the proper time for final approval of the promotion package before reaching the three-year statutory mark. At consideration time, this class will have 2.3 years average time in service, and 1.4 year average time in grade, meeting the requirements. Again, these times will lengthen as officers wait for a vacancy to 'pin on' the new rank.

6. **Delegation of Zone Sizes.** Any unanticipated change in attrition (increase or decrease) between now and the board dates will change the required number of selections, so we recommend delegating to CPC the final selection number and zone size determination that coincide with your OOS decisions.

7. **Eligibility for promotion consideration.** The length of service-in-grade requirements are shown below.

Captain	Four years in the permanent grade of commander
Commander	Four years in the permanent grade of lieutenant commander
Lieutenant Commander	Three years in the permanent grade of lieutenant
Lieutenant	Two years in the permanent grade of lieutenant (junior grade)

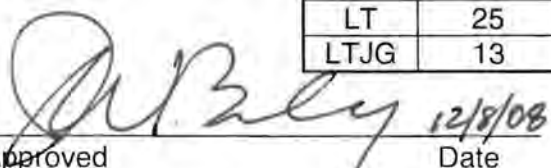
Some officers in the in zones for promotion to Captain and Commander do not have the requisite time prescribed in NCD 04203. We believe two factors have contributed to this shortfall in requisite time. First, the downsizing gap created by the initiatives to disestablish the Corps and the appointment debacle which required the withholding of promotions and the adjustment of officers' date of ranks. Many of these officers served in the higher grade billets, but were promoted late due to the problem. With that said, NCD 04203B provides you with the authority to adjust the length of service-in-grade requirements based on service need. We recommend you invoke this section of the NCD.

8. **General comments concerning the impact of continuing officers who have not been selected for promotion for two or more times.** The continuation process allows the Service to retain experienced officers to meet a Service need. The precepts convening the continuation boards will outline service needs and the number of officers that should be continued.

IV. RECOMMENDATIONS


A. Number to Select/Zone Size. CPC recommends you approve the following zones and number of officers to be selected for promotion to the next higher grade. For each grade, the promotion board would be authorized to select "up to" the number of officers listed.

FY09 OOS			
Board	Number to Select	OOS	In Zone Size
CAPT	3	60%	5
CDR	4	80%	5
LCDR	12	85%	14
LT	25	90%	29
LTJG	13	100% Fq	13

 12/8/08
 Approved _____ Date _____ Do Not Concur _____ Date _____

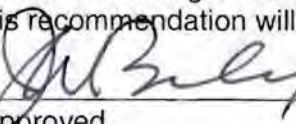
B. Board Schedule. Recommend approval of the following board schedule for announcing to the NOAA Corps.

Board Schedule	Convenes on or about
CAPT Selection	2 Mar 09
CDR Selection	3 Mar 09
LCDR Selection	4 Mar 09
LT Selection	5 Mar 09/Aug 09
LTJG Selection	August 09


12/8/08

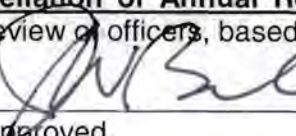
 Approved _____ Date _____ Do Not Concur _____ Date _____

C. Timing of Inter-service Transfers. CPC recommends that any inter-service transfers, whether marine or aviator, not enter service with NOAA Corps until after the annual boards are held. This allows inter-service transfers to gain more time with NOAA Corps before consideration for promotion. Past practices with the timing of ISTs have allowed them to be considered for CDR with just one year of NC time. This recommendation will help with equity and morale of mid-grade officers as well.


12/8/08

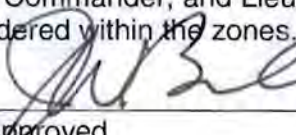
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D. Cancellation of Annual Review for all Grades. Recommend that CPC not convene the FY09 annual review of officers, based upon the reduced number of separations required.


12/8/08

 Approved _____ Date _____ Do Not Concur _____ Date _____

E. Eligibility for promotion consideration. In accordance with NCD 04203B, when the needs of the NOAA Corps require, the Director may adjust length of service-in-grade requirements, to the extent that service-in-grade requirements are not otherwise fixed by statute. CPC recommends that you approve implementation of this section of the NOAA Corps Directives for the March 2009 Selection Boards for the Captain, Commander, and Lieutenant zones. If approved, this will allow a sufficient number of officers to be considered within the zones.


12/08/08

 Approved _____ Date _____ Do Not Concur _____ Date _____