

APPENDIX E

GOLDWATER-NICHOLS ACT IMPLEMENTATION REPORT

This appendix contains the Department's Joint Officer Management Annual Report for FY 2000. The Joint Duty Assignment Management Information System (JDAMIS) was used to produce all of this report, except for the "Progress/Compliance with title 10, United States Code, Section 619a" part, Table E-2, and "Reasons" portions of Tables E-9 and E-11.

PROGRESS/COMPLIANCE WITH TITLE 10, UNITED STATES CODE, SECTION 619A

Section 931 of the Fiscal Year 1994 National Defense Authorization Act requires each Military Service to develop and implement personnel plans to permit the orderly promotion of officers to brigadier general or rear admiral (lower half). The Department continues to benefit from the Joint Officer Management Program enacted by the Goldwater-Nichols Act of 1986. The number of individual officers who are educated and experienced in joint matters continues to grow, with the leadership of the Services conveying to their officer corps the importance of joint duty and joint education. Joint duty has become the norm vice the exception. As a positive indicator of that commitment, the Department, in 2000, witnessed a significant reduction in the number of requests to waive the requirement for an officer to have a completed a joint tour of duty prior to selection for promotion to O-7.

The following brigadier general/rear admiral (lower half) promotion boards were approved during FY 2000 not including professionals:

	USA	USAF	USMC	USN	Total
Number of officers selected for O-7	40	41	10	36	127
Number of officers joint qualified	30	37	10	23	100
Percent of officers joint qualified	75	90	100	64	79

The Department remains committed in ensuring the completion of a joint duty assignment remains an essential element of an officer's ability to perform duties at the general/flag officer level. Attention will continue to be devoted to guarantee long-term compliance with the personnel policy objectives of the Goldwater-Nichols DoD Reorganization Act of 1986. The Department will continue to emphasize the importance that significant numbers of officers be educated, trained, and experienced in joint matters to enhance the joint warfighting capability of the United States, through a heightened awareness of joint requirements and multi-Service perspectives. These goals will continue to serve as a benchmark in maintaining U.S. military strength and effectiveness as a world leader.

Table E-1					
Summary of Joint Specialty Officer (JSO) and JSO Nominee Designations for FY 2000					
	USA	USAF	USMC	USN	Total
Number of officers designated as JSOs	324	0*	54	239	617
Number of officers designated as JSO Noms	510	640	179	473	1,802
Number of JSO noms designated under COS provisions	269	298	114	319	1,000
NOTE: The Air Force did not conduct a JSO Board during FY 2000.					

Table E-2			
Critical Occupational Specialities (COS)			
USA	USAF	USMC	USN
Infantry	Pilot	Infantry	Surface
Armor	Navigator	Tanks/AAV	Submariner
Artillery	Command/Control Operations	Artillery	Aviation
Air Defense Artillery	Space/Missile Operations	Air Control/Air Support	SEALS
Aviation		Anti-Air Warfare	Special Operations
Special Operations		Aviation	
Combat Engineers		Engineers	

Table E-3					
Summary of Officers on Active Duty with a Critical Occupational Speciality (as of September 30, 2000)					
	USA	USAF	USMC	USN	Total
COS officers who have completed JPME	1,279	2,070	500	1,466	5,315
COS officers designated as JSOs	971	998	363	927	3,259
COS officers designated as JSO Noms	1,644	3,027	613	2,266	7,550
COS officers designated as JSO Noms who have not completed JPME	1,259	1,936	464	1,763	5,422
COS JSO Noms currently serving in a JDA	628	1,094	283	951	2,956
COS JSO Noms who completed a JDA and are currently attending JPME	11	7	0	0	18

Table E-4					
Summary of JSOs with Critical Occupational Specialties Who Are Serving or Have Served in a Second Joint Assignment (as of September 30, 2000)					
	USA	USAF	USMC	USN	Total
Field Grade					
Have Served ^a	284(102)	320(130)	37(17)	94(40)	735(289)
Are Serving ^a	112(36)	120(42)	11(2)	70(17)	313(97)
General/Flag					
Have Served ^a	18(6)	47(16)	13(9)	9(5)	87(36)
Are Serving ^a	13(7)	26(10)	7(3)	7(2)	53(22)
^a Number in parenthesis indicates number of second joint assignments, which were critical joint positions.					

Table E-5					
Analysis of the Assignment Where Officers Were Reassigned (in FY 2000) on Their First Assignment Following Designation as a JSO					
	USA	USAF	USMC	USN	Total
Assignment Category					
Command	50	22	14	47	133
Service Headquarters			25	8	7
Joint Staff Critical	1	2	0	0	3
Joint Staff Other	2	3	0	0	5
Other JDA	54	12	3	19	88
Professional Military Education	66	23	1	9	99
Retirement/Separation			6	1	0
Other Operations	78	25	10 ^a	16	129
Other Staff	42	14	12	26	94
Other Shore (Navy)				27	27
^a For the Marine Corps: Other Operations = Fleet Marine Force; Other Staff = Non-Fleet Marine Force					

Table E-6					
Average Length of Tour of Duty in Joint Duty Assignments (FY 2000) (in months)					
	USA	USAF	USMC	USN	Total
General/Flag Officers					
Joint Staff	33.7	23.8	23.0	20.5	25.0
Other Joint	28.0	24.4	28.0	26.4	26.4
Joint Total	28.4	24.3	27.4	25.0	26.2
Field Grade Officers					
Joint Staff	33.0	34.8	33.3	34.3	34.0
Other Joint	37.3	36.8	36.6	38.9	37.3
Joint Total	36.9	36.7	36.3	38.5	37.1

Table E-7					
Summary of Tour Length Exclusions for FY 2000					
	USA	USAF	USMC	USN	Total
Category					
Retirement	114	137	12	51	314
Separation	0	0	0	20	20
Suspension from duty			4	1	0
Compassionate/Medical			7	6	0
Other joint after promotion			10	7	0
Reorganization	2	83	2	2	89
Joint overseas-short tours			208	135	3
Second tours	33	39	2	11	85
Joint accumulation	30	54	1	17	102
COS reassignment	113	143	38	197	491
Total	521	605	58	342	1,526

Table E-8					
Joint Duty Position Distribution by Service (as of September 30, 2000)					
	USA	USAF	USMC	USN	Total
Joint Staff Positions	265	254	63	204	786
Other Joint Duty Assignment Positions	2,738	2,997	479	1,737	7,951
Total Joint Duty Assignment Positions	3,003	3,251	542	1,941	8,737
Percent of Total Number of Joint Duty Assignments:	34.4	37.2	6.2	22.2	100
Percent of Total Number of Officers ^a	30.7	36.2	9.3	23.8	100

^a Total Commissioned Officers: O-3 through O-10 less professional categories.

Table E-9					
Critical Position Summary (as of September 30, 2000)					
	USA	USAF	USMC	USN	Total
Total number of critical positions	313	286	54	149	802
Number of vacant critical positions	62	78	6	33	179
Number of critical positions filled by JSOs	156	148	7	58	369
Percent of critical positions filled by JSOs	49.8	51.7	13	38.9	46.0
Number of critical positions filled by non-JSOs	95	60	41	58	254
Percent of critical positions filled by JSOs/non-JSOs	80.2	72.7	88.9	77.9	77.7

Reasons for Filling Critical Positions with Officers Who Are Not JSOs	
Position filled by non-JSO incumbent prior to being a joint position	0
Position being converted to a non-critical position or being deleted	4
Joint specialty officer not yet available	3
Best qualified officer not joint specialist	184
Position filled by non-JSO incumbent prior to being a critical position	6
Other	7

The following organizations have joint duty critical positions, which are filled by officers who do not possess the joint specialty	
JFCOM	13
CENTCOM	15
NORAD	3
OSD	8
EUCOM	21
CJCS Activities	13
SPACECOM	11
DoD Agencies	43
Joint Staff	35
STRATCOM	9
G/F Officers	22
PACOM	23
SOCOM	7
SOUTHCOM	12
TRANSCOM	6
NATO Support	1
Cross-Department	
ACE	7
ACA	2
NATO Mil Comm	2
Total	254

Table E-10					
Comparison of Waiver Usage (FY 2000)					
Field Grade Section	USA	USAF	USMC	USN	Total
JSO Designations	313	0 ^b	54	237	604
JSO Sequence Waivers	11	0 ^b	0	6	17
JSO Two-Tour Waivers	12	0 ^b	2	13	27
JSOs Graduating from JPME	7	6	2	4	19
JDA Assignment Waivers Granted	3	0	0	1	4
Field Grade Officers who Departed JDAs	1,089	1,258	156	627	3,130
Field Grade JDA tour length waivers	78	112	1	29	220
General/Flag Officer Section	USA	USAF	USMC	USN	Total
JSO Designations	11	0	2	2	604
JSO Desig Waivers	3	0	1	0	17
General/Flag Officers Who Departed JDAs	44	49	12	20	125
General/Flag Officer JDA Tour Length Waivers	11	24	4	7	46
Attended CAPSTONE	47	46	11	27	131
CAPSTONE Waivers	0	0	0	0	0
Selected for Promotion to O-7 ^a	40	41	10	36	127
Good of the Service Waivers	4	0	0	3	7
Other Waivers			17	0	1
^a Does not include professional categories. ^b The Air Force did not conduct a JSO Board in FY 2000.					

Table E-11					
Joint Professional Military Education Phase II Summary (FY 2000)					
	USA	USAF	USMC	USN	Total
Students Graduating from AFSC in FY 2000	253	331	62	169	815
Students Who Had Not Completed Resident PME	82	249	16	57	404
Percent of Total	32.4	75.2	25.8	33.7	49.6
Students Who Had Completed Non-Resident PME	80	248	15	50	393
Percent of Total	31.6	74.9	24.2	29.6	48.2
Students Without Resident or Non-Resident PME	2	1	1	7	11
Percent of Total	0.8	0.3	1.6	4.1	1.3

Reasons for Students Not Completing Resident Professional Military Education (PME) Prior to Attending Phase II	
Officer Completed Phase I by Correspondence/Seminar	392
Officer Completed Phase I Equivalent Program	1
Officer Scheduled To Attend a Resident PME Immediately Following Phase II	5
Officer Career Path Did Not Allow Attendance at a Resident PME Program	0
Other	5

Table E-12					
Temporary Joint Task Force Credit (FY 2000)					
Category	USA	USAF	USMC	USN	Total
Full Joint Tour Credit	0	0	0	0	0
Cumulative Credit	0	0	0	0	0

Table E-13										
Army Joint Officer Promotion Comparisons										
Grade	Category	Are Serving In			Have Served In			Total In Zone		
		IZ%	BZ%	AZ%	IZ%	BZ%	AZ%	Con	Sel	%
O-8	Joint Staff	100	N/A	N/A	67	N/A	N/A	6	5	83.3
	JSO	N/A	N/A	N/A	N/A	N/A	N/A	21	10	47.6
	Service Hqs	33	N/A	N/A	75	N/A	N/A	10	5	50.0
	Other Joint	20	N/A	N/A	45	N/A	N/A	16	6	37.5
	Board Avg	51	N/A	N/A	51	N/A	N/A	59	30	50.8
O-7	Joint Staff	0	N/A	17	4	N/A	7	158	12	7.6
	JSO	0	N/A	1	3	N/A	4	554	14	2.5
	Service Hqs	0	N/A	3	3	N/A	3	412	11	2.7
	Other Joint	2	N/A	2	0	N/A	90	525	7	1.3
	Board Avg	2	N/A	3	2	N/A	3	1701	40	2.4
O-6	Joint Staff	80	0	11	74	4	33	46	35	76.1
	JSO	58	0	0	73	5	0	168	127	75.6
	Service Hqs	73	2	0	54	4	0	157	97	61.8
	Other Joint	43	0	5	26	1	0	207	70	33.8
	Board Avg	50	2	3	50	2	3	777	386	49.7
O-5	Joint Staff	100	63	0	100	0	0	15	15	100.0
	JSO	67	0	0	78	0	0	10	8	80.0
	Service Hqs	78	12	9	74	19	0	106	80	75.5
	Other Joint	84	9	9	75	1	3	364	296	81.3
	Board Avg	72	6	6	72	6	6	1590	1145	72.0
O-4	Joint Staff	0	0	0	0	0	0	0	0	0.0
	JSO	0	0	0	0	0	0	0	0	0.0
	Service Hqs	100	13	100	100	0	0	7	7	100.0
	Other Joint	100	0	100	0	0	0	2	2	100.0
	Board Avg	80	5	32	80	5	32	1882	1501	79.8
Notes: CON = Considered; SEL = Selected										

Table E-13										
Air Force Joint Officer Promotion Comparisons										
Grade	Category	Are Serving In			Have Served In			Total In Zone		
		IZ%	BZ%	AZ%	IZ%	BZ%	AZ%	Con	Sel	%
O-8	Joint Staff	33	N/A	N/A	0	N/A	N/A	7	2	28.6
	JSO	N/A	N/A	N/A	N/A	N/A	N/A	59	17	28.8
	Service Hqs	50	N/A	N/A	0	N/A	N/A	17	5	29.4
	Other Joint	30	N/A	N/A	50	N/A	N/A	7	3	42.9
	Board Avg	32	N/A	N/A	32	N/A	N/A	87	28	32.2
O-7	Joint Staff	6	N/A	N/A	6	N/A	N/A	51	3	5.9
	JSO	N/A	N/A	N/A	N/A	N/A	N/A	576	31	5.4
	Service Hqs	4	N/A	N/A	3	N/A	N/A	182	6	3.3
	Other Joint	1	N/A	N/A	2	N/A	N/A	213	3	1.4
	Board Avg	3	N/A	N/A	3	N/A	N/A	1599	41	2.6
O-6	Joint Staff	74	6	67	76	10	0	61	45	73.8
	JSO	76	8	8	80	14	0	116	93	80.2
	Service Hqs	68	5	0	65	5	0	202	132	65.3
	Other Joint	49	2	3	35	4	9	330	135	40.9
	Board Avg	45	4	3	45	4	3	1188	530	44.6
O-5	Joint Staff	92	4	0	100	0	N/A	15	14	93.3
	JSO	N/A	N/A	N/A	100	N/A	N/A	2	2	100.0
	Service Hqs	87	6	3	89	9	0	157	138	87.9
	Other Joint	72	5	1	66	1	3	365	256	70.1
	Board Avg	66	3	2	66	3	2	1690	1112	65.8
O-4	Joint Staff	100	N/A	N/A	N/A	N/A	N/A	1	1	100.0
	JSO	N/A	N/A	N/A	N/A	N/A	N/A	0	0	0.0
	Service Hqs	100	N/A	100	100	N/A	N/A	43	43	100.0
	Other Joint	88	N/A	N/A	100	N/A	33	37	33	89.2
	Board Avg	89	N/A	9	89	N/A	9	2195	1943	88.5

Notes: CON = Considered; SEL = Selected

Table E-13										
Marine Corps Joint Officer Promotion Comparisons										
Grade	Category	Are Serving In			Have Served In			Total In Zone		
		IZ%	BZ%	AZ%	IZ%	BZ%	AZ%	Con	Sel	%
O-8	Joint Staff	100	N/A	N/A	100	N/A	N/A	2	2	100.0
	JSO	N/A	N/A	N/A	0	N/A	N/A	7	4	57.1
	Service Hqs	75	N/A	N/A	0	N/A	N/A	6	3	50.0
	Other Joint	N/A	N/A	N/A	100	N/A	N/A	1	1	100.0
	Board Avg	75	N/A	N/A	75	N/A	N/A	12	9	75.0
O-7	Joint Staff	50	N/A	N/A	0	N/A	N/A	3	1	33.3
	JSO	N/A	N/A	N/A	N/A	N/A	N/A	123	7	5.7
	Service Hqs	7	N/A	N/A	2	N/A	N/A	87	3	3.4
	Other Joint	0	N/A	N/A	14	N/A	N/A	31	1	3.2
	Board Avg	20	0	0	100	0	0	7	3	42.9
O-6	Joint Staff	20	0	0	100	0	0	7	3	42.9
	JSO	50	0	0	65	0	0	28	17	60.7
	Service Hqs	22	0	5	35	0	4	38	12	31.6
	Other Joint	67	0	4	14	0	0	38	18	47.4
	Board Avg	47	0	3	47	0	3	197	92	46.7
O-5	Joint Staff	100	0	0	100	N/A	0	4	4	100.0
	JSO	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Service Hqs	78	0	17	75	0	3	59	45	76.3
	Other Joint	79	0	22	64	0	11	54	41	75.9
	Board Avg	64	0	7	64	0	7	422	271	64.2
O-4	Joint Staff	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	JSO	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Service Hqs	80	0	33	100	0	0	17	15	88.2
	100	0	N/A	N/A	N/A	N/A	N/A	2	2	100.0
	Board Avg	85	1	21	85	1	21	522	444	85.1

Notes: CON = Considered; SEL = Selected

Table E-13

Navy Joint Officer Promotion Comparisons

Grade	Category	Are Serving In			Have Served In			Total In Zone		
		IZ%	BZ%	AZ%	IZ%	BZ%	AZ%	Con	Sel	%
O-8	Joint Staff	67	N/A	N/A	67	N/A	N/A	9	6	66.7
	JSO	100	N/A	N/A	71	N/A	N/A	19	15	78.9
	Service Hqs	71	N/A	N/A	67	N/A	N/A	16	11	68.8
	Other Joint	50	N/A	N/A	67	N/A	N/A	4	2	50.0
	Board Avg	71	N/A	N/A	71	N/A	N/A	31	22	71.0
O-7	Joint Staff	29	N/A	18	9	N/A	50	30	4	13.3
	JSO	0	N/A	1	4	N/A	7	104	2	1.9
	Service Hqs	3	N/A	5	4	N/A	2	62	2	3.2
	Other Joint	0	N/A	6	0	N/A	0	49	0	0.0
	Board Avg	2	N/A	3	2	N/A	3	327	5	1.5
O-6	Joint Staff	89	0	0	74	3	0	32	25	78.1
	JSO	17	0	0	75	4	0	75	54	72.0
	Service Hqs	56	2	7	64	0	0	73	43	58.9
	Other Joint	43	1	0	37	2	4	146	58	39.7
	Board Avg	48	1	3	48	1	3	588	281	47.8
O-5	Joint Staff	100	22	0	100	0	0	15	15	100.0
	JSO	50	0	0	90	0	0	21	19	90.5
	Service Hqs	86	7	16	94	0	0	74	65	87.8
	Other Joint	60	0	17	56	0	5	192	112	58.3
	Board Avg	65	1	6	65	1	6	1257	814	64.8
O-4	Joint Staff	0	0	0	0	0	0	0	0	0.0
	JSO	0	0	0	0	0	0	0	0	0.0
	Service Hqs	78	0	50	100	0	0	24	20	83.3
	Other Joint	87	0	13	73	0	100	26	21	80.8
	Board Avg	75	1	1	75	1	1	1733	1301	75.1

NOTE: The Navy conducted 45 separate promotion boards in competitive categories for grades O-6, O-5, and O-4 this fiscal year. For consistency purposes, they have been combined into one report.
CON=Considered; SEL=Selected

Table E-14

General and Flag Officers Holding Multiple Positions

In accordance with the reporting requirements outlined in § 721(d)(2), the following table reports the number of general and flag officers who have simultaneously held both a position external to that officer's armed force and another position not external to that officer's armed force.

Multiple Positions Counted as External to Their Armed Force

Commander in Chief, United States Space Command
 Commander, Air Force Space Command
 Commander in Chief, United States Transportation Command
 Commander, Air Mobility Command
 Director, Command Control Systems, J-6, United States Space Command
 Director, Communications and Information, Air Force Space Command
 Deputy Commander, Canadian NORAD Region
 Commander, 722 Support Squadron, Air Combat Command
 Assistant Chief of Staff, C/J-5, United Nations Command/Combined Forces
 Commander, Marine Forces Korea
 Command/United States Forces Korea
 Chief of Staff, Naval Striking and Support Forces, Southern Europe
 Deputy Commanding General, Fleet Marine Force, Europe
 Commander, United States Defense Forces, Iceland, United States Atlantic Command
 Commander, Fleet Air, Keflevik

Multiple Positions Counted as Internal to Their Armed Force

Member, Joint Chiefs of Staff
 Chief of Staff, United States Air Force
 Commander, Air North
 Commander, United States Air Forces in Europe
 Commander, United States Forces Japan
 Commander, 5th Air Force
 Deputy Commander in Chief, United Nations Command Korea/ Deputy Commander, United States Forces Korea
 Commander, 7th Air Force
 Commander, Air South
 Commander, 16th Air Force
 Commander, Alaskan Command, United States Pacific Command
 Commander, 11th Air Force
 Director, Joint Information Operations, USSPACECOM
 Commander, Air Intelligence Agency
 Member, Joint Chiefs of Staff
 Commandant of the Marine Corps
 Member, Joint Chiefs of Staff
 Chief of Staff, United States Army
 Chief of Staff, United Nations Command/Combined Forces United States Forces Korea
 Commanding General, 8th Army
 Member, Joint Chiefs of Staff
 Chief of Naval Operations
 Commander in Chief, Allied Forces, Southern Europe
 Commander, United States Naval Forces Europe
 Commander, Naval Striking and Support Forces, Southern
 Commander, SIXTH Fleet
 Commander, Striking Fleet, Atlantic
 Commander, SECOND Fleet
 Commander, Submarine, Allied Command, Atlantic
 Commander, Submarine Force, United States Atlantic Fleet
 Commander, United States Naval Forces and Middle East Force/ United States Central Command
 Commander, FIFTH Fleet
 Commander, Maritime Air Forces, Mediterranean
 Commander, Fleet Air Mediterranean
 United States Pacific Command Representative, Guam
 Commander, United States Naval Base Guam
 Commander, Allied Submarine Force Mediterranean
 Commander, Submarine Group EIGHT
 Deputy Commander, Joint Sub Regional Command, South Center, Larissa, Greece
 Deputy Commander, U.S. Marine Forces, Europe

