



ACQUISITION RESEARCH PROGRAM SPONSORED REPORT SERIES

An Analysis of the TAR Officer Transfer and Redesignation Board

June 2023

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Prepared for the Naval Postgraduate School, Monterey, CA 93943.

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ABSTRACT

The Chief of Navy Reserve (CNR) discussed the focus of the Reserves in his Navy Reserve Fighting Instructions (NRFI) 2022. He stressed the importance of the Reserve Component (RC) effectively contributing to Big Navy objectives through warfighting readiness and strategic depth. As administrators of the NRFI, Training and Administration of Reservists (TAR) officers manage Selected Reservists (SELRES) through operational training and administrative readiness, directly contributing to the CNR's vision. This study utilizes a quantitative analysis of the TAR Transfer and Redesignation (T&R) Board's results from fiscal years 2016 to 2020 to start the conversation on the value of further study into the RC. The selection of TAR officers gained through the T&R Board fills the roles and responsibilities of managing SELRES. We extract and analyze variables representative of performance, retention, and accession of selected TAR officers through descriptive statistics. The findings indicate that board selectees provide a high return on investment due to high performance, service beyond the Minimum Service Requirement, and a high rate of direct skills transfer. Further research should consider an in-depth analysis of outcomes in specific TAR communities, an analysis of limitations on TAR accession processes, and a robust analysis of the RC's contributions to the national defense mission.



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–LCDR Dan Beach

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LCDR Alvin E. Carr



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LIST OF ACRONYMS AND ABBREVIATIONS

AC	Active Component
AMDO	Aviation Maintenance Duty Officer
BUPERS	Bureau of Naval Personnel
CANREC	Canvasser Recruiter
CNR	Chief of Navy Reserve
CO	Commanding Officer
CWO	Chief Warrant Officer
DCO	Direct Commission Officer
EOD	Explosive Ordnance Disposal
FITREP	Fitness Report
FOS	Failure of Selection
FTS	Full-Time Support
FY	Fiscal Year
GRGB	Get Real, Get Better
HR	Human Resources
IRR	Inactive Ready Reserve
LDO	Limited Duty Officer
LOE	Lines of Effort
LPM	Linear Probability Model
LT&R	Lateral Transfer and Redesignation
MILPERSMAN	Military Personnel Manual
NPC	Navy Personnel Command
NPS	Naval Postgraduate School



NRFI	Navy Reserve Fighting Instructions
OCM	Officer Community Manager
OCS	Officer Candidate School
OMF	Officer Master File
OPA	Officer Program Authorization
OPNAVINST	Chief of Naval Operations Instruction
OSO	Operational Support Officer
RC	Reserve Component
RL	Restricted Line
ROTC	Reserve Officer Training Corps
SEAL	Sea, Air, and Land Special Warfare Operators
SECNAV	Secretary of the Navy
SELRES	Selected Reserve
SWO	Surface Warfare Officer
T&R	Transfer and Redesignation
TAR	Training and Administration of Reserves
URL	Unrestricted Line
XO	Executive Officer



I. INTRODUCTION

A. PURPOSE

Vice Admiral Mustin, Chief of Navy Reserves (CNR), recently released the June 2022 update to the *Navy Reserve Fighting Instructions* (NRFI). The NRFI provides commander’s guidance to align the Reserve Force with the Chief of Naval Operations’ “Get Real, Get Better” (GRGB) initiative. GRGB “is a call to action for every Navy leader to apply a set of Navy-proven leadership and problem-solving best practices that empower our people to achieve exceptional performance” (Office of the Chief of Navy Reserve [CNR], 17 May 22). This update emphasizes four “Lines of Effort” (LOE): “Design the Force,” “Train the Force,” “Mobilize the Force,” and “Develop the Force” (Office of the CNR, 15 Jun 22). The June 2022 NRFI states, “These actions will enable us to fully attain and maintain warfighting readiness within the context of strategic competition.” The Training and Administration of Reserves (TAR) officers are the primary executors of the Design, Train, Mobilize, and Develop the Force LOEs.

TAR officers connect Selected Reserve (SELRES) operational training to Active Component (AC) requirements through their expertise in reserve management. By transferring the skills attained from their source community and serving beyond their Minimum Service Requirement (MSR), they maximize the TAR community’s return on investment (ROI) and directly contribute to the vision outlined in the NRFI. However, TAR officer communities have significantly fewer accession sources than their AC counterparts. AC accession sources include service academies (i.e., the United States Naval Academy), Reserve Officer Training Corps (ROTC), Officer Candidate School (OCS), Direct Commission Officer (DCO), and Limited Duty Officer/Chief Warrant Officer LDO/CWO. Unlike AC accessions, the TAR board process primarily relies on experienced AC and Reserve Component (RC) officers. A sizeable mismatch exists between the available TAR officer communities and the AC and RC source communities. This limits the size of the talent pool TAR communities can access.



In light of these limitations, it is necessary to ensure that TAR officers are high performers who remain in the service to support the command guidance provided by the CNR. Understanding the TAR officer Transfer and Redesignation (T&R) board results will support the RC Leadership in shaping the TAR officer community, which increases the chances of success in achieving the NRFI's four LOEs.

B. PROBLEM

Overall, there is minimal research into the TAR community compared to the AC. This study seeks to establish a baseline that offers future researchers a foundation to expand the conversation. In this study, we analyze the results from Fiscal Year (FY) 2016–2020 TAR T&R Boards and use the insights gleaned to demonstrate possible topics of research into the TAR community.

C. KNOWLEDGE GAP

Minimal research has investigated the TAR accession and redesignation processes. There is a lack of study of the TAR community and a lack of widespread understanding within the AC about RC capabilities and contributions. The literature review describes the few studies that have explored the effectiveness of AC accession and redesignation processes, which will provide the groundwork for the research.

D. RESEARCH QUESTIONS

This research will help RC leadership better understand the outcomes of the TAR T&R board through increased insight into the performance and retention of the board's selectees post facto. To this end, we will explore the following research questions.

Primary research questions:

1. Is the board an effective selector of high-performing officers?
2. Does the selectee join the TAR equivalent of their source community?
3. Did the selectees meet and exceed their MSR?



E. SCOPE

The scope of this thesis incorporates an analysis of quantitative factors indicative of proven performance and continued retention in the TAR officer ranks. If the T&R board is an effective selection mechanism, we expect selectees to be high performers who serve beyond MSR and directly transfer the skills from their source community. To this end, this thesis analyzes datasets provided by the Navy Bureau of Personnel (BUPERS) to assess the promotability, retention, and accession of officers selected by the TAR T&R boards between FY 2016 and 2020.

F. ORGANIZATION

This research will have six chapters. Chapter I will include an Introduction covering the research's purpose, problem, knowledge gap, and scope. Chapter II discusses the background regarding the RC and TAR. Chapter III reviews previous studies on similar retention and redesignation topics selected from the literature. Chapter III will describe the primary used in this study. Chapter IV presents the method and results from the descriptive statistical analyses. Chapter V summarizes the overall study and provides recommendations regarding the TAR officer community.



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II. BACKGROUND

A. WHAT IS THE RESERVE COMPONENT?

The Navy consists of an AC and an RC. 10 U.S.C § 10102 establishes the Navy RC. The purpose of the RC, as stated by U.S. Code Title 10, is “to provide trained units and qualified persons available for active duty in the armed forces, in time of war or national emergency, and at such other times as the national security may require, to fill the needs of the armed forces whenever more units and persons are needed than are in the regular components” (Reserve Components, 1994). FY 2023 budget request identified that the Navy’s overall end strength for FY 2022 consists of 406,135 servicemembers in active duty and reserve status (Office of the Under Secretary of Defense, 2022). The FY 2023 budget request also estimated that 58,651 sailors, approximately 15% of the overall Navy force, are sailors identified in a reserve status. Figure 1 shows categories based on the Navy reserve status at various levels of service found in the *Military Personnel Manual* (MILPERSMAN) 1001-100 (2015).

EXHIBIT 2				
NAVY RESERVE CATEGORIES BASED ON RESERVE STATUS				
ACTIVE STATUS <small>*Officers are members on the Reserve Active Status List (RASL)</small>			INACTIVE STATUS	RETIRED STATUS
READY RESERVE			S-1 Standby Reserve Active	S-2 Standby Reserve Inactive
SELRES (Selected Reserve)	IRR (Individual Ready Reserve)			
Drilling Reservists (With Pay) ** - Full-Time Support - Canvassing Recruiter - Active Duty Recall	VTU (Voluntary Training Unit) ** Drilling Reservists (Non-Pay)	ASP (Active Status Pool) Qualifying Years of Service via approved Correspondence Courses, Non-Pay Drills (S-1 in VTU) ADT without pay (ASP and S-1)	Key Federal Employee - Hardships	Can't earn Retirement points or promote
<small>*Member on the RASL are eligible for promotion **Enlisted members are eligible for advancement while a SELRES or in the VTU and not subject to HYT.</small>				

Figure 1. Reserve Status Categories. Source: Navy Personnel Command (PERS-91) (2015).



B. WHAT IS THE TRAINING AND ADMINISTRATION OF RESERVES?

10 U.S.C § 12310 is the policy that establishes the TAR community. 10 U.S.C § 12310 states the purpose of the TAR is “A Reserve ordered to active duty under section 12301(d) of this title in connection with organizing, administering, recruiting, instructing, or training the reserve components” (Reserve Components, 1994). TAR officers' responsibilities include but are not limited to “manpower management,” “personnel administration,” “mobilization training,” “logistics,” “financial management,” “facilities management,” and “aviation support” (My Navy HR, n.d.i). Billets are distributed globally, offering crucial active-duty assistance to the Navy Reserve.

Similar to AC counterparts, TAR officers are entitled to the same pay and benefits, including active duty retirement after completing 20 years of service. (My Navy HR, n.d.i). Bonuses and continuation pay for specific communities may be available for eligible TAR officers.

As of March 2023, the TAR community contained 1,524 officers (U.S. Navy Reserve, n.d.). As of FY 2021, the Navy implemented TAR as the replacement term for Full-Time Support (FTS). When used in this study, FTS is synonymous with TAR. The TAR officer community comprises nine designators supporting RC Sailors (Navy Personnel Command [PERS-92], 2019). Each designator is distinguished by the assignment of “7” as the last digit. Appendix A lists TAR Officer designators and their description as listed on the MILPERSMAN 1001-020 and their respective billet descriptions provided by the Navy Personnel Command (NPC) website.

C. TAR T&R BOARD PROCESS

MILPERSMAN 1001-020 outlines program eligibility to transfer into the TAR Officer community. The TAR T&R board is conducted semi-annually, typically in the spring and fall. Once approved by the board, results are posted within 30 days of adjournment (Office of the Chief of Naval Operations, 2022). Selectees will be notified via email within two weeks to accept or decline their selection.



III. LITERATURE REVIEW

This thesis explores the effectiveness of the TAR T&R board in selecting high-performing officers who remain in the Naval service for a substantial period. There is no substantial literature available on this specific topic. However, this section reviews relevant studies covering the AC Lateral Transfer and Redesignation (LT&R) board process and the effects on the retention and selection of high-performance officers to provide context for the structure of this analysis.

Through interviews with TAR Aviation Maintenance Duty Officers (AMDO), Skyta (2017) ascertained several intriguing insights from interviewees' experiences with the TAR T&R board. Among his findings, Skyta noted that many of the interviewed officers received a solicitation to join the TAR AMDO community either by the TAR detailer, senior TAR AMDOs, or senior officers and enlisted from the AC Aviation Maintenance community who were familiar with TAR. Additionally, for interviewees who had not previously served in a RC aviation squadron, the consensus was unfamiliarity with TAR and insufficient available information on the Naval Personnel Command (NPC) website.

Vellucci (2017) explores the statistical relationship between promotion and retention rates of Active-Duty Navy officer lateral transfers, compared to other Navy officers. She sought to illustrate a positive correlation between completed lateral transfers and higher promotion and retention rates, demonstrating that the lateral transfer process is an effective tool for the Navy to identify and retain quality officers. While she acknowledged her dataset "did not distinguish between officers who laterally transferred versus those who redesignated" and "only reflects officers who apply and are selected for transfer," her analysis found that the lateral transfer process tends to lead to a higher quality job match (Vellucci, 2017, p. 77).

Mooney and Cook (2004) analyze the AC Lateral Transfer and Redesignation (LT&R) process. They claim "the LT&R process should be seen as a force-shaping tool to redistribute qualified officers at the junior and mid-grade levels" (Mooney & Cook, 2004,



p. v) and “the LT&R process improves efficiency in resource utilization” (Mooney & Cook, 2004, p. 1). Mooney and Cook (2004) concluded the following about the LT&R Board process:

- It enabled an increase in ROI by the retention of officers allowed to transfer to other communities;
- It improved retention and job satisfaction in officers who transferred.

This review elicited several critical findings related to the TAR T&R board. Minimal literature or study exists analyzing the TAR community, especially compared to the academic focus on all aspects of the AC. AC familiarity with TAR is not ubiquitous, and solicitation from senior TAR community members has an outsized impact on officers’ decision to join the TAR T&R board applicant pool. The AC LT&R process leads to a higher quality job match, improves retention, and increases the training ROI. The available literature strengthens the case that more focus on the TAR T&R board is needed to assess how much the retention and performance trends in the AC LT&R extend to TAR.



IV. DATA SUMMARY

This chapter will describe the primary data and provide a brief overview. Additionally, it will further explain how the data was acquired and sorted into respective categories.

Primary data was provided via Microsoft (MS) Excel by the Officer Community Manager (OCM) branch of the Bureau of Naval Personnel (BUPERS) (email to author, April 14, 2023). The sample contains 638 selectees from ten TAR T&R boards convened biannually during FY 2016–2020. Primary data is a snapshot of the TAR board selectees as of March 2023. Upon initial review of the data, we identified minor discrepancies in formatting and other minor mistakes, which we adjusted with guidance from BUPERS personnel. We sorted and grouped the data into promotion, retention, and accession categories. Table 1 is a complete list of variables and their definitions from the primary data set provided by BUPERS.

Table 1. Complete List of Data. Source: Adapted from BUPERS (email to authors, April 14, 2023).

VARIABLE	DEFINITION
Unique Identifier #	= Number provided in place of name for anonymity.
Rank at Selection	= Paygrade at selection.
Years of Commissioned Service (YOS)	= Number of commission years.
TAR Board Selection Date	= MMMYY of Selection Board
Source Community Designator	= Designator prior to being selected.
TAR Community Designator	= Designator at selection.
Separation	= Y – Yes, N – No, Retired, FOS – Failure of Selection, TL20FOS – TAR Loss FY 20 Failure of Selection
Date of Separation	= MMM-YY of separation.
Affiliation with SELRES	= Y – Yes, N - No
Last/Current Rank	= Paygrade currently.
Date of Promotion	= Date of last or current rank.
Rank Date Ensign	= Date of Commissioning



A. PROMOTION CATEGORY

We sorted the primary data into the promotion category to determine whether selectees are high performers. As a proxy for identifying high-achieving officers, officers vetted by a statutory promotion board can be considered high achieving. If officers promote to O-4 and above post-selection to TAR, we deduced that the promotion board ratified the selectee's high performance. The following questions and Table 2 were applied to analyze the promotion category:

- What rank did they hold at selection?
- What was the highest achieved rank post-selection?
- Did they successfully promote to O-4 or above?

Table 2. List of Promotion Data. Source: Adapted from BUPERS (email to authors, April 14, 2023).

VARIABLE	DEFINITION
Rank at selection	= Paygrade at selection.
Last/Current Rank	= Paygrade currently.

B. RETENTION CATEGORY

We sorted the primary data into the retention category to approximate ROI by identifying selectees who continue to provide service in the TAR community. As a proxy for identifying TAR officers providing a high ROI, we identified officers who completed and exceeded their MSR. To create a baseline, we looked at the delta between the selectees' TAR board Selection Date and their Separation Date, or March 2023, as applicable. If officers exceeded their MSR, we deduced that selectees provided more value to the TAR community and a higher ROI. The questions below and Table 3 framed the analysis of the retention category.

- When was the selectee's TAR board?



- Did they separate from TAR Service?
- Did they complete their MSR?
- Did they exceed their MSR?
- If they exceeded MSR, by how much?
- If separated, how did they separate?

Table 3. List of Retention Data. Source: Adapted from BUPERS (email to authors, April 14, 2023).

VARIABLE	DEFINITION
TAR Board Selection Date	= MMMYY of the selection board.
SELRES Affiliation	= Y, if affiliated, N, else
Years of Commission Service	= YOS at selection into TAR Community
Separation Status	= Y, separated; N, retained
Date of Separation	= MMM-YY when separated from TAR

C. ACCESSION CATEGORY

We sorted the primary data into the accession category to approximate the translation of valuable skills and experience into the TAR community. As a proxy for identifying TAR officers who bring valuable skills and experience, we compared the selectees' Source Community Designator to their selected TAR Community Designator. Selectees with comparable designators provided direct skills translation, while selectees with different TAR Community Designators than their Source Community Designator required a training period to build skills and experience. We used the following questions and Table 4 to analyze the accession category.

- When was the selectee's TAR board?
- What was their Source Community Designator?
- What is their TAR Community Designator?



- Did they come from AC or RC?
- Did they join the TAR equivalent of their Source Community Designator?

Table 4. List of Accession. Data Source: Adapted from BUPERS (email to authors, April 14, 2023).

VARIABLE	DEFINITION
Source Community Designator	= Designator prior to being selected.
TAR Community Designator	= Designator at selection.



V. METHODOLOGY AND RESULTS

This chapter will provide the methodology and models for analyzing the FY 2016–2020 TAR L&R board data. This study will use descriptive statistics to analyze the primary data. The results section will provide assumptions, results, and summaries.

A. DESCRIPTIVE STATISTICS

Descriptive statistics enhance primary data by representing them graphically and summarizing them by calculating specific variables (Berthold et al., 2010). The Results section will provide results and summarization of promotion, retention, accession, and community statistics using the applicable data variables discussed in Chapter III. Table 5 is a complete list of calculated variables and their definitions based on the primary data set.

Table 5. Calculated List of Data. Source: Adapted from BUPERS (email to authors, April 14, 2023).

VARIABLE	DEFINITION
Promote to O-4	= Y – Yes, N – No.
Promote to O-5	= Y – Yes, N – No.
Serve to MSR	= Y – Yes, N – No.
Total TAR Service (Months)	= Number of Months of Service post-selection.
Post-MSR TAR Service (Months)	= Number of Months of Service post-MSR.
Consolidated Post-MSR TAR Service (Months)	= Number of Months of Service post-MSR, organized into 12-month groups.
Source Component	= AC – Active Component, RC – Reserve Component.
TAR Equivalent Community	= Y – Yes, N – No.



B. RESULTS

1. Promotion Statistics

The first assumption is that officers that promoted demonstrate high performance. This assumption is based on the promotion to O-4 and above are typically required to go through a statutory promotion board process that reviews FITREP and other personnel data based on their achievements and merits.

Figure 2 provides a breakdown by the selection board date of the number of selectees per rank. April 2016 was the low outlier with 27 selectees, while October 2019 was the high outlier with 84 selectees. The sole instance of Commanders (O-5) selection occurred in October 2019 for two selectees. This chart is configured in the 100% Stacked Bar format to display the variance in the proportion of each rank at selection between each selection board date. The sum of each bar equals 100% of selectees chosen at each selection board date, and the colors signify the associated rank, as indicated in the legend. All subsequent charts formatted this way will similarly display their data.



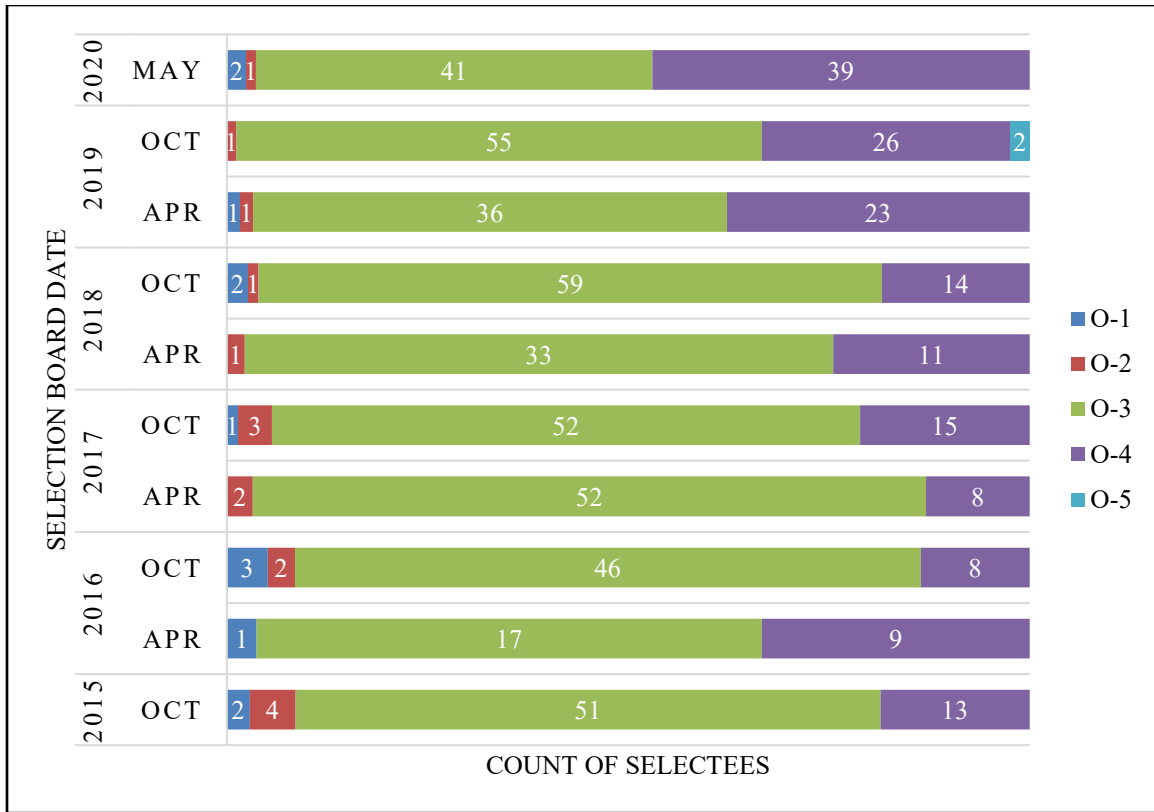


Figure 2. Rank of Selectees by Board. Source: Adapted from BUPERS (email to authors, April 14, 2023).

Table 6 shows the statistics of all ten boards combined and the rank of the selectees at selection. O-3 is the most prevalent rank of selectees at 69.3%. Officers more junior than O-3 make up only 4.4% of selectees, while those senior to O-3 make up 26.3% of selectees. A single board can reasonably expect to select between 64 and 68 officers, with a range of 25 to 107 officers selected per board.

Table 6. Rank at Selection Overview. Source: Adapted from BUPERS (email to authors, April 14, 2023).

RANK AT SELECTION	O-1	O-2	O-3	O-4	O-5	TOTAL
Total Count	12	16	442	166	2	638
Mean	1.2	1.6	44.0	16.6	0.2	63.6
Max	3	4	59	39	2	107
Median	2	1	49	14	2	68
Min	0	0	17	8	0	25



Figure 3 compares “Rank at Selection” and “Last/Current Rank” to identify selectees who achieved the next or highest rank. The Last/Current Rank for 22.26% of selectees remained the same as their Rank at Selection. The Last/Current Rank for 69.97% of selectees increased one rank above their Rank at Selection. The Last/Current Rank for 8.78% of selectees increased two or more ranks above their Rank at Selection.

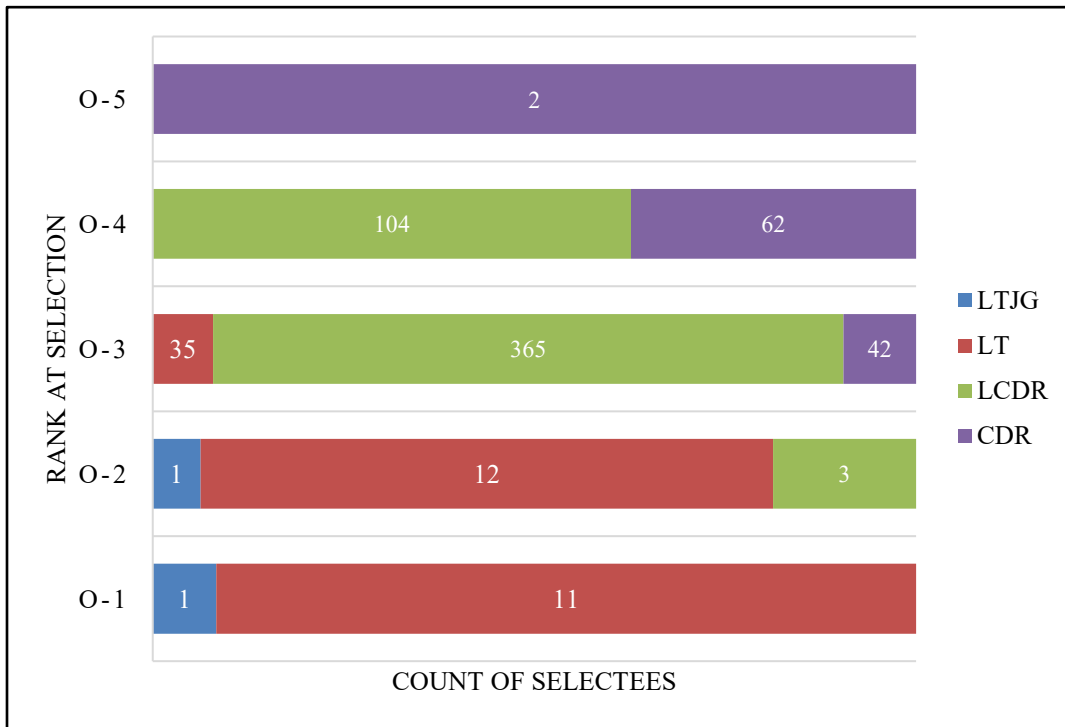


Figure 3. Selectees’ Highest Rank Achieved. Source: Adapted from BUPERS (email to authors, April 14, 2023).

Figure 4 shows the number of selectees successfully promoted through a statutory O-4 or O-5 promotion board. As statutory promotion boards only consider those eligible for ranks O-4 and above, all Last/Current Ranks below O-4 are not included in this figure. Additionally, we excluded the two selectees who held the rank of CDR at selection from this figure. The 104 selectees whose Rank at Selection and Last/Current Rank are both LCDR did not successfully advance through a statutory promotion board post facto TAR selection as of March 2023.



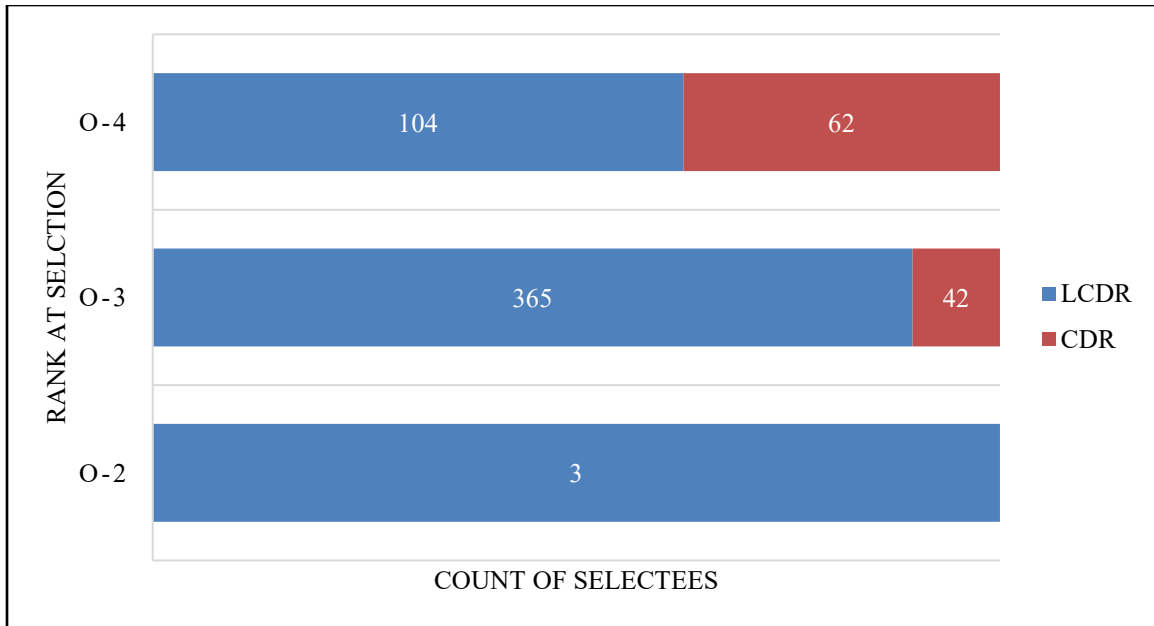


Figure 4. Selectees Promoted to O-4 and Above. Source: Adapted from BUPERS (email to authors, April 14, 2023).

2. Retention Statistics

We gauged High ROI in retention by the number of selectees completing their initial MSR and exceeding their service obligation. Our analysis will quantify the number of officers selected that completed the required two or three years of the initially obligated MSR. Taking it further, we analyze the selectees serving beyond their initial MSR and those that separated post-selection.

Figure 5 shows the number of selectees who completed their Minimum Service Requirement (MSR). Overall, 95.5% of selectees completed their MSR as of March 2023. However, due to the recency of their TAR selection board, not enough time has passed for 93.1% of the MSR non-completes to fulfill their obligation. Of the two selectees who had the opportunity to complete their MSR but failed, one was forced to separate due to Failure of Selection (FOS) for O-4, and the other elected to join the SELRES.





Figure 5. MSR Completion. Source: Adapted from BUPERS (email to authors, April 14, 2023).

Figure 6 shows the number of selectees who exceeded their Minimum Service Requirement (MSR) and the length of their post-MSR by board. The median and mean post-MSR service is 30 months, which approximately equates to the length of one tour. 23.97% of selectees served more than 48 months post-MSR, approximately two to three tours.

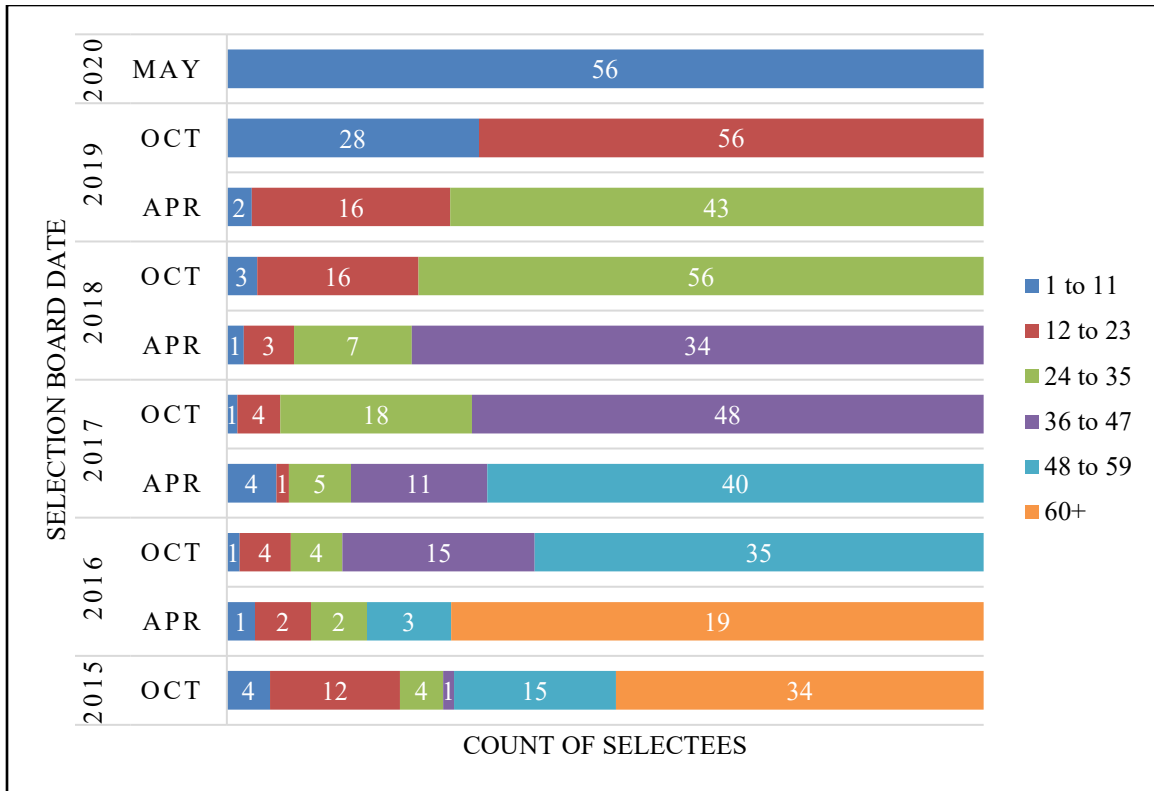


Figure 6. Length of Post-MSR Service by Board in Months. Source: Adapted from BUPERS (email to authors, April 14, 2023).

Figure 7 shows the number of selectees who exceeded their Minimum Service Requirement (MSR) and the length of their post-MSR by rank. The highest mean post-MSR service rank was O-2, at 34.52 months. O-3 followed closely with 32.59 months. The lowest mean post-MSR service rank was O-5, at 5.57 months. O-3 had the highest number of selectees who served for 60 months or greater post-MSR, with a count of 42 selectees. O-4 was the second-longest serving rank, with 11 selectees serving 60 months or greater. The most prevalent length of service for each rank was as follows: O-1 (42 months, three selectees), O-2 (54 months, three selectees), O-3 (18 months, 53 selectees), O-4 (10 months, 17 selectees), O-5 (6 months, two selectees).

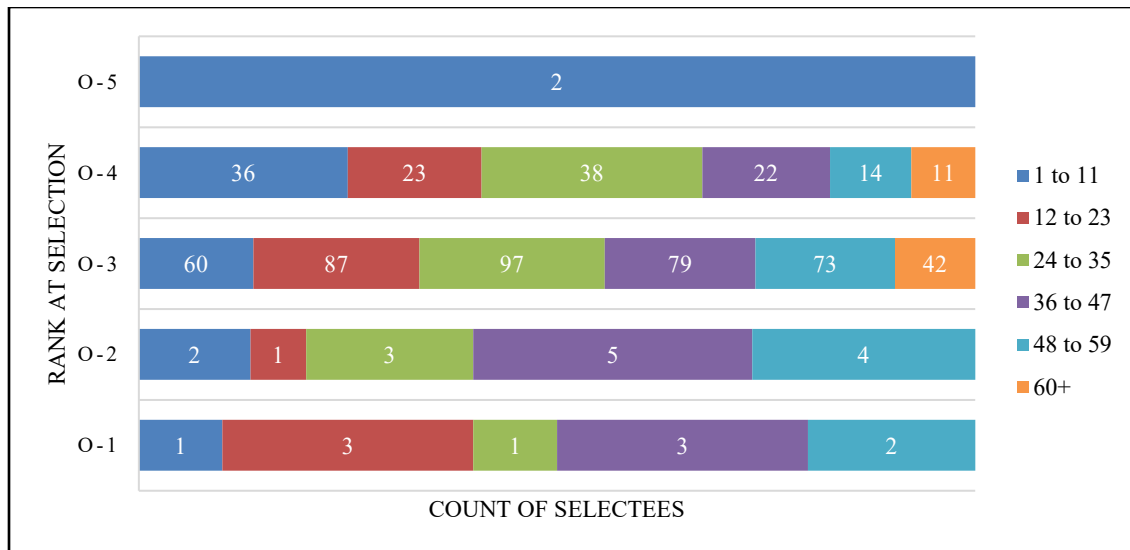


Figure 7. Post-MSR Service Length by Rank in Months. Source: Adapted from BUPERS (email to authors, April 14, 2023).

Figure 8 shows the number of selectees who exceeded their Minimum Service Requirement (MSR) and the length of their post-MSR service by TAR community. The community with the highest mean post-MSR service was 1137, at 38.8 months. 3107 followed closely with 34.4 months. The community with the lowest mean post-MSR service was 1207, at 26.79 months. 1317 had the highest number of selectees serving for 60 months or greater post-MSR, with a count of 36 selectees. 1117 was the second-longest serving community, with seven selectees serving 60 months or greater. The most prevalent length of service for each community was as follows: 1117 (30 months, 14 selectees), 1127 (36 months, two selectees), 1137 (54 months, four selectees), 1147 (18, 24, and 48 months, one selectee each), 1207 (6, 18, and 30 months, 11 selectees each), 1317 (18 months, 43 selectees), 1327 (18 months, seven selectees), 1527 (30 and 66 months, three selectees each), 3107 (42 months, eight selectees).





Figure 8. Post-MSR Service by TAR Community in Months. Source: Adapted from BUPERS (email to authors, April 14, 2023).

Figure 9 shows the retention of selectees in TAR service by board. Of the 638 selectees, 85.42% remain in TAR service. While 86% of selectees who separated did so voluntarily (Yes and Retirement), 14% separated involuntarily due to Failure of Selection (FOS). Of those who voluntarily separated but did not retire, 40 affiliated with the SELRES, and one returned to the AC.



Figure 9. Separation Type by Board. Source: Adapted from BUPERS (email to authors, April 14, 2023).

Figure 10 shows the retention of selectees in TAR service by rank. The rank with the highest separation rate was O-3, at 16.74% of selectees. O-2 followed closely, with 12.5% of selectees separating. The rank with the lowest separation rate was O-5, at 0% of selectees. O-3 had the highest number of selectees separated involuntarily due to FOS, with 11 selectees. Of the voluntary separations, O-4 had the highest percentage of retirements at 50%. The most prevalent separation type for each rank was as follows: O-1 (Resignation, one selectee), O-2 (Resignation, two selectees), O-3 (Resignation, 51 selectees), O-4 (Resignation and Retirement, seven selectees each), O-5 (Continued Service, two selectees).



Figure 10. Separation Type by Rank at Selection. Source: Adapted from BUPERS (email to authors, April 14, 2023).

Figure 11 provides a breakdown of the number of selectees who separated by the selectee’s TAR community. The community with the highest separation was TAR Pilot (1317), at 18.8%. 1527 followed with 17.24%. The community with the lowest separation was 1147, at 0%. TAR Pilot (1317) had the highest number of selectees that separated, with a count of 69 selectees. TAR SWO (1117) was the second largest, with eight selectees separating. 1317 had the highest number of selectees that separated involuntarily due to FOS, with a count of 8 selectees. Of the voluntary separations, TAR SWO (1117), TAR HR (1207), TAR Pilot (1317), and TAR AMDO (1527) had the highest percentage of retirements at 25% each. The most prevalent separation type for each community was as follows: TAR SWO (1117) (Resignation, six selectees), TAR SUB (1127) (Resignation, one selectee), TAR SEAL (1137) (Resignation, one selectee), TAR EOD (1147) (Continued Service, three selectees), TAR HR (1207) (Resignation, three selectees), TAR Pilot (1317) (Resignation, 46 selectees), TAR AMDO (1327) (Resignation, one selectee), TAR AMDO (1527) (Resignation, three selectees), TAR Supply (3107) (Failure of Selection, three selectees).

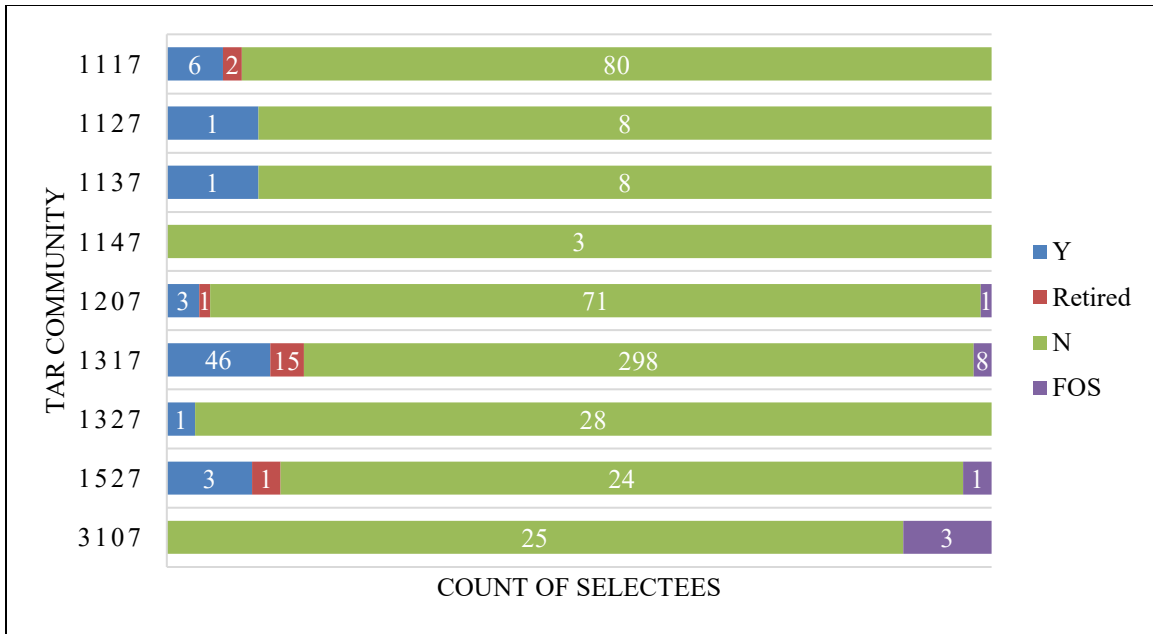


Figure 11. Separation Type by Designator. Source: Adapted from BUPERS (email to authors, April 14, 2023).

3. Accession Statistics

We assumed officers from the AC or RC tend to transfer into their respective communities. Individuals’ training and experience from either component can benefit and maximize a ROI. Although, some selectees request a different community when applying for the TAR T&R board.

Figure 12 provides a breakdown of the pool of source designators of selectees. Selectees represented 17 different communities from AC and RC. AC Pilot (1310) is the majority source designator, accounting for over 50% of all selectees. AC SWO (1117), RC Pilot (1315), and RC NFO (1325) are the next largest sources of selectees.



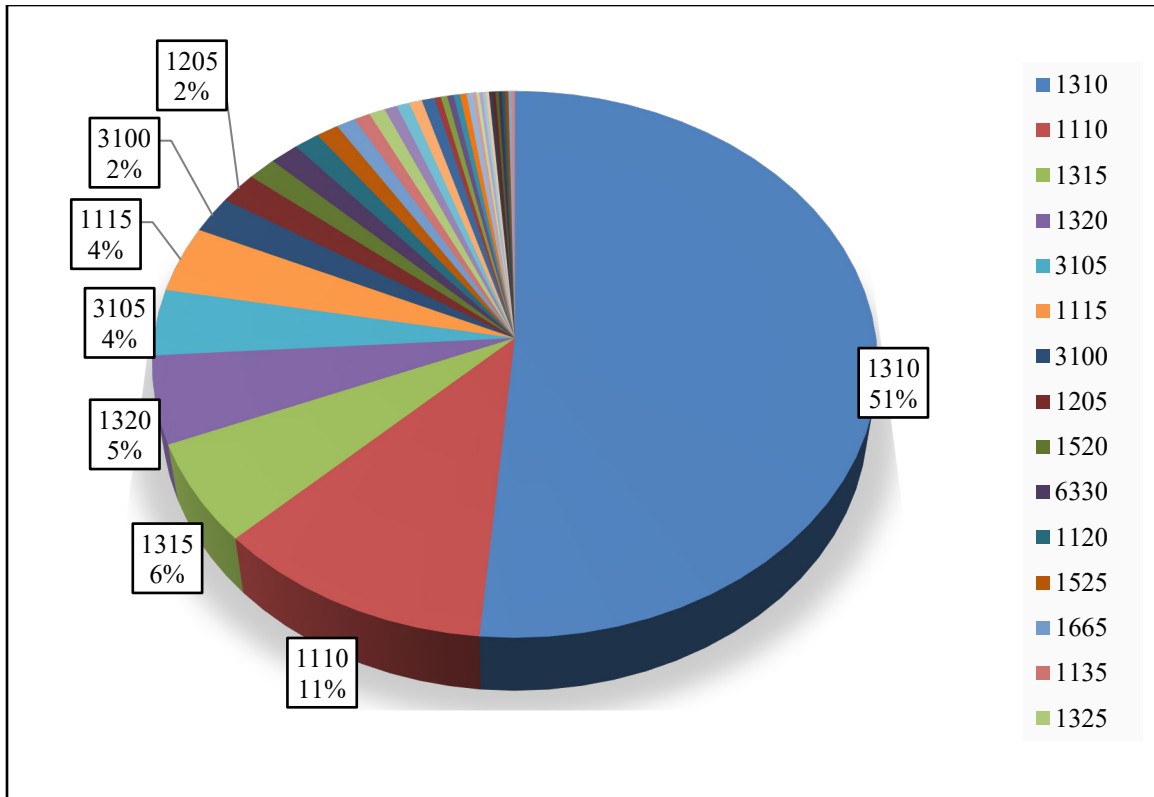


Figure 12. Source Community Designator. Source: Adapted from BUPERS (email to authors, April 14, 2023).

Figure 13 provides a breakdown of the post facto TAR designators of selectees. Closely following the Source Community trends, TAR Pilot (1317) is the largest destination of selectees, accounting for 367 selectees. TAR SWO (1117) and TAR HR (1207) are the next largest destinations of selectees, accounting for 88 and 76 selectees, respectively.

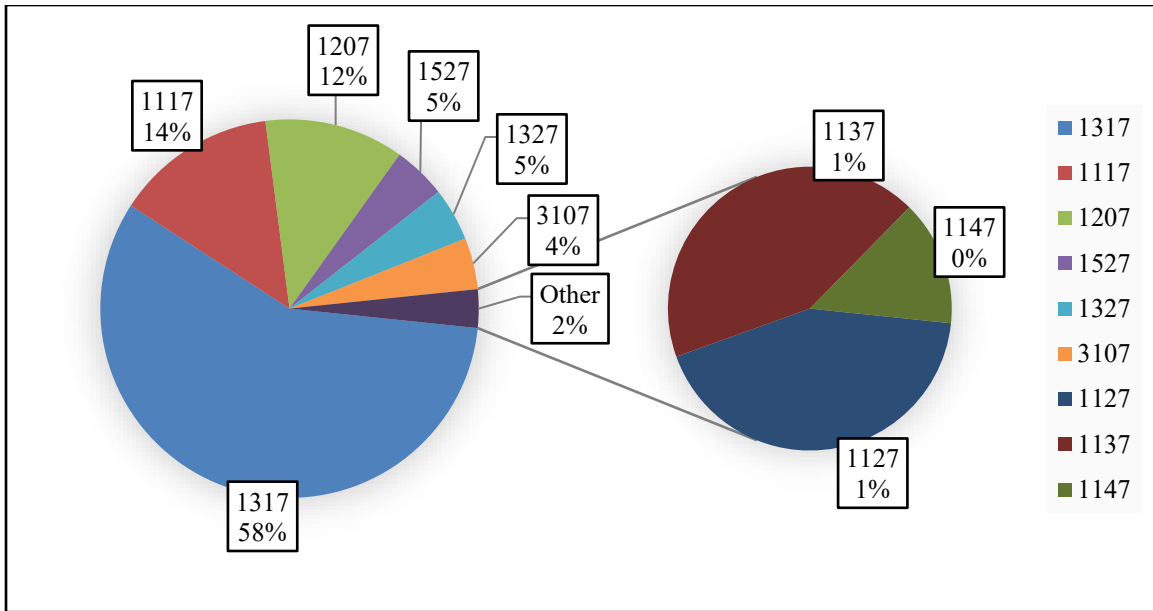


Figure 13. TAR Community Designator. Source: Adapted from BUPERS (email to authors, April 14, 2023).

Figure 14 compares the number of selectees sourced from the AC and RC. 71.6% of selectees came from the AC, and the AC supplied an average of 48.9 selectees per board. Demand for AC and RC remained mostly proportional, except for a divergence in April 2017 and a convergence in May 2020.

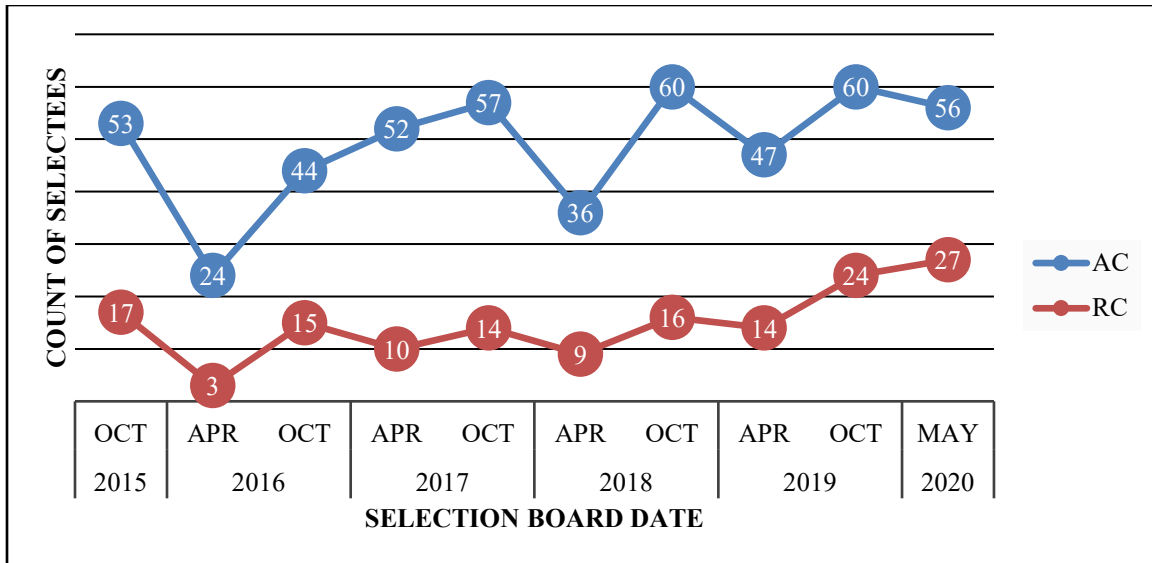


Figure 14. Source Component of Selectees. Source: Adapted from BUPERS (email to authors, April 14, 2023).

Table 7 measures the rate of direct skills transfer into TAR communities. It compares the number of selectees with qualified skills who joined the TAR equivalent of their source community against those who possessed the same qualified skill but did not join the TAR equivalent of their source community. TAR SEAL (1137), TAR EOD (1147), TAR HR (1207), and TAR AMDO (1527) led the communities with 100% success in capturing the skills from non-TAR sources. TAR SWO (1117), TAR NFO (1327), and TAR Supply (3107) were the least successful, with capture rates of 81.63%, 76.32%, and 71.79%, respectively.

Table 7. TAR Direct Skill Capture. Source: Adapted from BUPERS (email to authors, April 14, 2023).

TAR COMMUNITY	DIRECT SKILL CAPTURE
SWO (1117)	81.63%
SUB (1127)	90.00%
SEAL (1137)	100.00%
EOD (1147)	100.00%
HR (1207)	100.00%
PILOT (1317)	99.45%
NFO (1327)	76.32%
AMDO (1527)	100.00%
SUPPLY (3107)	71.79%

We continued our analysis by looking at the three largest TAR officer communities. Specifically, we analyzed TAR Pilot (1317), TAR SWO (1117), and TAR HR (1207) to assess which Source Community Designators joined the respective TAR Community Designators. This analysis provided a focused perspective on direct skills transfer.

Figure 15 provides an overview of the various designators of selectees to the TAR Pilot (1317) community. Qualified naval pilots primarily comprise the TAR Pilot (1317) community. The combined AC (1310) and RC (1315) Pilot communities supplied 99% of selectees who joined TAR Pilot (1317).



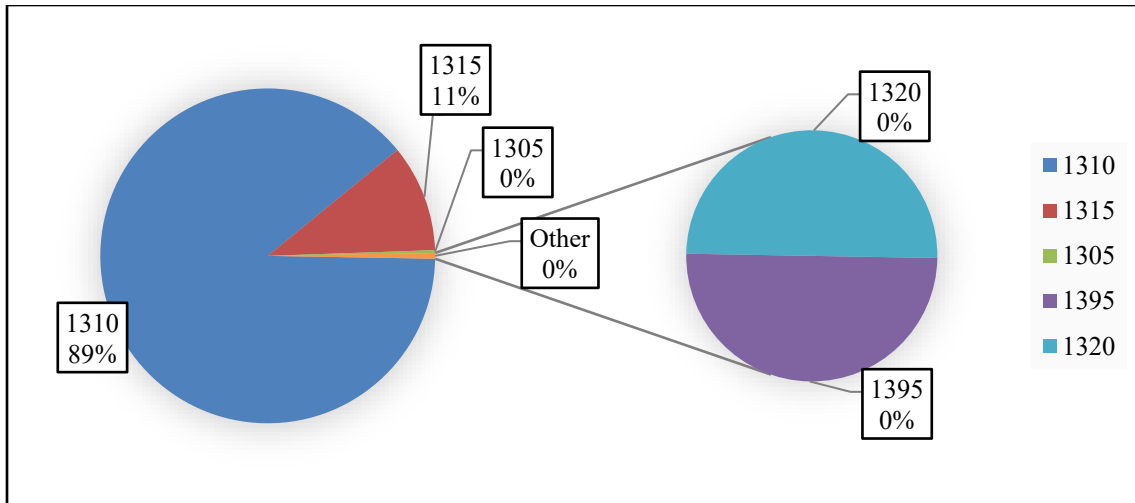


Figure 15. Source Designators for TAR Pilot. Source: Adapted from BUPERS (email to authors, April 14, 2023).

Figure 16 provides an overview of the various designators of selectees to the TAR SWO (1117) community. Qualified SWO officers primarily comprise the TAR SWO (1117) community. The combined AC SWO (1110) and RC SWO (1115) communities supplied 91% of selectees who joined TAR SWO (1117).

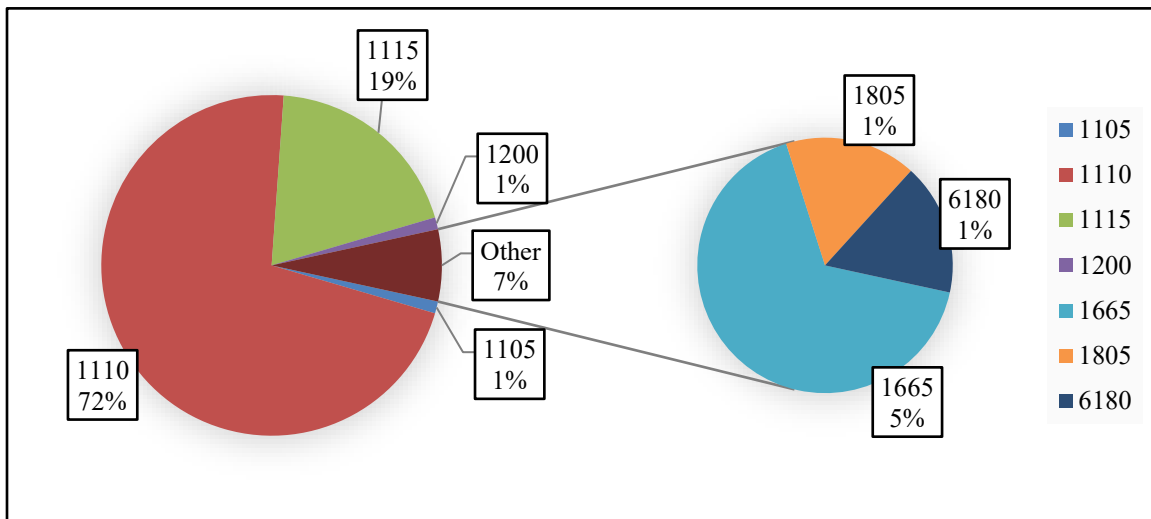


Figure 16. Source Designators for TAR SWO. Source: Adapted from BUPERS (email to authors, April 14, 2023).

Figure 17 provides an overview of the various designators of selectees to the TAR HR (1207) community. The TAR HR (1207) community is highly diverse, representing 12 communities besides RC HR (1205) and AC HR (1200). The RC HR (1205), AC SWO (1110), RC Supply (3105), and RC SWO (1115) communities supplied 50% of the selectees.

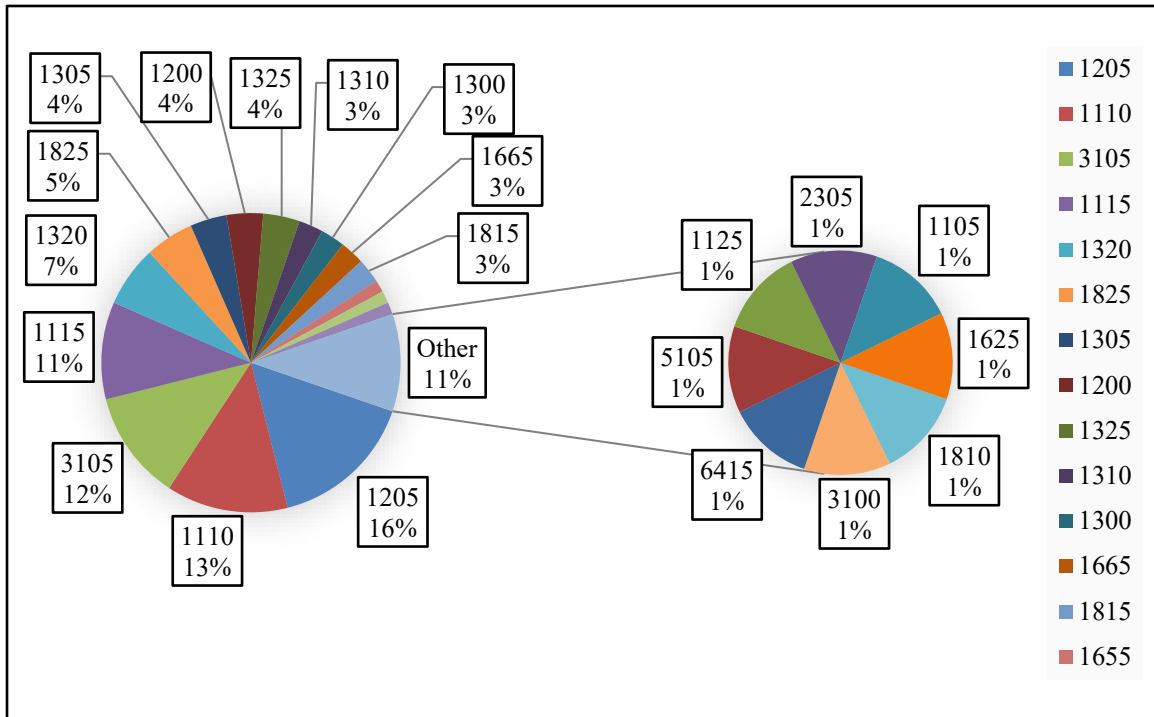


Figure 17. Source Designators for TAR HR. Source: Adapted from BUPERS (email to authors, April 14, 2023).

VI. CONCLUSION AND RECOMMENDATIONS

A. CONCLUSION

This research intended to highlight significant findings and insights gained from the promotion, retention, and accession characteristics of the 638 officers selected by the FY 2016–2020 TAR T&R board. The findings indicated that the TAR T&R board selectees were predominantly high performers, exceeded their MSR, and directly transferred their skills at a high rate, equating to a high ROI.

In the promotion category, O-3 was the most prevalent rank selected and promoted to O-4 and above. Approximately 74% of selectees successfully promoted through a statutory promotion board to O-4 and above.

In the retention category, approximately 96% of selectees completed their MSR. On average, selectees served 30 months post-MSR. O-2 selectees had the highest average post-MSR with 34.5 months. TAR SEAL (1137) had the highest average post-MSR service with 38.8 months. Approximately 85% of selectees remain in TAR service. O-3 selectees had the highest separation rate, with 16.7%. TAR Pilot (1317) selectees had the highest separation rate, with 18.8%.

In the accession category, AC Pilot (1310) was the source designator for over 50% of all selectees. TAR Pilot (1317) was the largest destination for selectees. The AC supplied 71.6% of selectees. TAR Supply (3107) had the lowest Direct Skill Capture Rate at 71.8%.

Despite board selectees' relative success and high ROI, this study identified a few weaknesses that deserve further attention. O-2 selectees had the highest average in post-MSR service but one of the lowest selection rates. 100 % of TAR Supply (3107) separations were due to FOS. Overall, 14% of selectees separated due to FOS. The direct skills capture rates for TAR Supply (3107), TAR NFO (1327), and TAR SWO (1117) were below 82%. Many AC and RC communities besides AC HR (1200) and RC HR (1205) supplied TAR HR (1207) accessions, further contributing to the lower direct skills capture for TAR Supply (3107), TAR NFO (1327), and TAR SWO (1117).



The data provided lacked the necessary level of specificity and would require further investigation using additional variables that represent specific demographic and FITREP data (i.e., Dependents, Individual Trait Average, Reporting Senior Cumulative Average) to identify statistically significant relationships between the independent variables and promotion, retention, and accession outcomes.

Since the commencement of this study, the TAR officer community implemented changes. Our review of the most recent TAR T&R requirements identified that the MSR increased to 3 years for both AC and RC applicants (My Navy HR, n.d.f). Additionally, the In-Service Procurement Program (ISPP) gained authorization as of January 2023 establishing another accession source to contribute to the TAR officer community end strength (My Navy HR, n.d.d). Additionally, the Permanent Professional Recruiter (PPR) Officer community, using the designator 1287, started accepting applications in Spring 2023 (My Navy HR, n.d.d). These policy changes indicate a recognition by the TAR community of the need for increased focus on recruiting and retaining talent.

B. RECOMMENDATIONS

We recommend that TAR and RC stakeholders actively leverage the Naval Postgraduate School as a resource for future study of TAR and RC issues of interest.

Further research could consider an in-depth analysis of outcomes in specific TAR communities (i.e., separation reasons), an analysis of TAR accession processes (i.e., POCR Board, ISPP), an analysis of the preparation of TAR officers for the effective administration of Reservists, a comparison of FITREP performance across year groups to assess performance objectively, and comparison of TAR versus AC promotion opportunity.

Research could assess the current capabilities to recruit for the TAR community. Currently, the Career Transition Office (CTO) in PERS-9 seeks to retain AC Officers by transitioning them to the SELRES. Expanding the scope of the CTO to educate separating officers about the possibilities TAR offers could improve retention and increase the TAR talent pool.



Additional areas of further study could include expanding the talent pool for selection board consideration and analyzing how the TAR community communicates opportunities to eligible candidates. If candidates do not understand TAR's existence or role, the selection board will have a smaller talent pool. The TAR community should improve AC- and SELRES-focused education efforts about the roles and opportunities that TAR provides.



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APPENDIX A. TAR OFFICER DESIGNATOR DESCRIPTION

1117/1167 – Surface Warfare – “TAR Surface Warfare Officer (SWO) have a career path that closely mirrors the active duty SWOs. Officers are expected to complete their required Division Officer tours, screen and serve two tours as a Department Head afloat, and compete for Command at Sea. The sea/shore rotation follows the same path as an 1110, and arrival at Department Head school NLT than 7.5 YCS remains the standard” (My Navy HR, n.d.g).

1127 – Submarine Warfare (SUB) – “The TAR Submarine Community focuses exclusively on reserve management. A Submariner who has redesignated to 1127 will no longer be detailed to at-sea billets. Additionally, 1127s no longer maintain their Nuclear AQDs and associated submarine incentive pays. However, Submarine TAR officers serve on operational staffs and provide direct contributions to operational forces, and also have the opportunity to command ashore. An officer in the 1127 community will serve as an Operational Support Officer (OSO) on major Submarine Staffs, as an NRC CO, or in staff billets at OCNR and CNRFC” (My Navy HR, n.d.g).

1137 – Special Warfare – “Sea Air and Land (SEAL) TAR officers follow a dual career path, alternating between operational tours and reserve management shore tours. 1137 officers compete with their active-duty counterparts for operational command and career milestones. SEALs are eligible to command NRCs, and also serve in billets at OCNR/CNRFC and as an OSO on major or Type Command (TYCOM) staffs, such as Special Boat Squadrons, SPECWARCOM, SOCOM, and at the Group level. Many billets are available overseas” (My Navy HR, n.d.g).

1147 – Special Operations (EOD) – “Special Operations Officers also follow dual career paths. They can be assigned to any reserve center CO, XO, or Training Officer billet and nearly any of the reserve staff billets throughout the country including Operational Support Officer” (My Navy HR, n.d.g).

1317 – Pilot – “Initial assignment of FTS aviators who are operationally current in their present grades will be primarily within Reserve Force squadrons. If the officer is not



operationally current in present grade, initial assignment will be to an operational tour in a squadron” (Navy Personnel Command [PERS-4417], 2007).

1327 – Naval Flight Officer (NFO) – See Pilot description above.

1207 – Human Resources (HR) – “Provides operationally experienced uniformed leadership and core human resource expertise to define, attract, recruit, develop, assign, and retain America’s best and brightest talent to give our Navy a competitive edge, and to meet the demands of the Navy, the Navy Reserve, and the Joint Force. We support the personal and professional development of all members of our Service and their families” (My Navy HR, n.d.a).

1527 – Aerospace Maintenance Duty Officer (AMDO) – “Provide leadership and technical expertise in organic and commercial maintenance, logistics and program management of reserve aviation weapon systems, and reserve management support to the Naval Aviation Enterprise” (My Navy HR, n.d.c).

3107 – Supply Corps – “Supply personnel often serve alongside their 3100 counterparts where they are typically embedded in NAVSUP HQ, NAVSUP GLS, Fleet Logistics Centers, and various Major Commands where significant populations of SC Officers exist” (My Navy HR, n.d.h).



APPENDIX B. TAR T&R BOARD PROCESS

A. ELIGIBILITY

MILPERSMAN 1001-020 (2019) outlines program eligibility to transfer into the TAR Officer community. The following are the eligibility requirements,

1. In general, must be junior to lieutenant command with three years in grade.
2. Ready Reserve officers applying for recall to active duty in the FTS Officer Program should have less than a 4-year break in extended active duty service in order to be provided the opportunity to complete 20 years of qualifying active duty service within 24 years of commissioned service.
3. Canvasser Recruiter (CANREC) are eligible to apply for redesignation into the 1207 community, but must complete an initial 2 years of recruiting duty before being detailed to their initial Reserve management assignment.
4. Active duty officers with one or more FOS are considered on a case basis based on manning needs, policy and statutory limitations, and future promotability.
5. Reserve officers on the RASL with one FOS are considered on a case basis based on manning needs, policy and statutory limitations, and future promotability. Reserve officers with two or more FOS are not eligible for the FTS Officer Program.
6. Applicants must be affiliated with either the Navy or Navy Reserve. Inter-service transfers will not be considered.
7. Applicants must possess a 4-year undergraduate degree to be eligible for the FTS Officer Program.
8. Eligibility requirements for both the FTS Officer Program and for each FTS officer community are adjusted prior to each FTS transfer/redesignation selection board based on manning levels and the needs of both the FTS and Regular active duty officer. These requirements will be released prior to each FTS selection board through the semiannual NAVADMIN message and will also be posted on the applicable Navy Personnel Command (NAVPERSCOM) FTS-related Web sites. (Navy Personnel Command [PERS-92], 2019, p. 3)

B. PROCESS

The TAR T&R is conducted semi-annually, typically in the Spring and Fall. Applicants will submit their packages in accordance with the respective NAVADMIN that is released to announce application deadlines and board convening dates. If applicants are



within the Program eligibility, they will submit their applications in accordance with the Checklist and Instructions provided on the My Navy HR Website. Once received, the board will convene, and members will review for approval.

Once approved by the board, results are posted within 30 days of adjournment (Office of the Chief of Naval Operations, 2022). Selectees will receive an acceptance package within two weeks of the posting and will have ten days upon receipt to accept or decline.

C. SELECTEES

Selectees will be notified via email within two weeks to accept or decline within ten calendar days of receipt (Office of the Chief of Naval Operations, 2022). Failure to return the letter will constitute a declination of the opportunity. Upon receipt of all acceptance letters, respective TAR detailers will contact the Selectees and start coordinating on the next assignment. All selectees' original designators will convert to XXX7 depending on their selected TAR community. The conversion process for AC officers will be determined by what is the best time to redesignate based on the needs of the Navy, PRD, promotion status, etc. Their designator can change prior to or after receipt of new TAR orders. RC officer's designator conversion will occur upon checking into their new TAR duty station. Until February 2023, MSR for AC officers initially obligates for two years, and RC officers for three years.



APPENDIX C. LIST OF RESERVE COMPONENT DESIGNATORS

Table 8. TAR and RC Designators List. Source: My Navy HR (n.d.b).

UNRESTRICTED LINE (URL)	SELRES	FTS
FLEET SUPPORT OFFICER (FSO)	1105	
SURFACE WARFARE OFFICER (SWO)	1115	1117
SUBMARINE WARFARE OFFICER (SUB)	1125	1127
SPECIAL WARFARE SEAL	1135	1137
SPECIAL OPS (EOD)	1145	1147
GENERAL AVIATION	1305	
NAVAL AVIATOR	1315	1317
NAVAL FLIGHT OFFICER (NFO)	1325	1327
RESTRICTED LINE (RL)	SELRES	FTS
HUMAN RESOURCE	1205	1207
NAVAL REACTORS ENGINEER		
NUC POWER INST		
PERMANENT MILITARY PROFESSOR		
ENGINEERING DUTY	1445	
AEROSPACE ENGINEERING	1515	
AVIATION MAINT. DUTY	1525	1527
PUBLIC AFFAIRS OFFICER (PAO)	1655	
STRATEGIC SEALIFT OFFICER (SSO)	1665	
FOREIGN AREA OFFICER (FAO)	1715	
OCEANOGRAPHY	1805	
CRYPTOLOGICAL WARFARE (CW)	1815	
INFORMATION PROFESSIONAL (IP)	1825	
INTELLIGENCE (INTEL)	1835	
CYBER WARFARE ENGINEER (CWE)		
STAFF CORPS (STAFF)	SELRES	FTS
MEDICAL CORPS (MC)	2105	
DENTAL CORPS (DC)	2205	
MEDICAL SERVICE CORPS (MSC)	2305	
NURSE CORPS (NC)	2905	
JUDGE ADVOCATE GENERAL CORPS (JAG)	2505	
SUPPLY	3105	3107
CHAPLAIN	4105	
CIVIL ENGINEER CORPS (CEC)	5105	



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APPENDIX D. OFFICER PAYGRADE

Table 9. Officer Paygrade and Rank List. Source: My Navy HR (n.d.b).

BILLET CD	PERS CD	GRADE	PAY GRADE	ABBR
*	A	FLEET ADMIRAL	O11	FADM
B	B	ADMIRAL	O10	ADM
C	C	VICE ADMIRAL	O9	VADM
D	D	REAR ADMIRAL	O8	RADM
E	E	REAR ADMIRAL (LOWER HALF)	O7	RDML
F	**	FLAG (SELECT)	O6	FSEL
G	G	CAPTAIN	O6	CAPT
H	H	COMMANDER	O5	CDR
I	I	LIEUTENANT COMMANDER	O4	LCDR
J	J	LIEUTENANT	O3	LT
K	K	LIEUTENANT (JUNIOR GRADE)	O2	LTJG
L	L	ENSIGN	O1	ENS
R	R	CHIEF WARRANT OFFICER - 5	W5	CWO5
M	M	CHIEF WARRANT OFFICER - 4	W4	CWO4
N	N	CHIEF WARRANT OFFICER - 3	W3	CWO3
O	O	CHIEF WARRANT OFFICER - 2	W2	CWO2
*	P	WARRANT OFFICER - 1	W1	WO1



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APPENDIX E. DESIGNATOR 4TH DIGIT DEFINITION

Table 10. Designator 4th Digit Definition. Source: My Navy HR (n.d.b).

4TH DIGIT (FOR PERSONNEL)	
0	REGULAR NAVY, PERMANENT GRADE IS ENSIGN OR ABOVE
1	REGULAR NAVY, PERMANENT STATUS IS WARRANT OFFICER
2	TEMPORARY OFFICER, REG NAVY, PERM STATUS ENLISTED
3	REGULAR NAVY, RETIRED LIST
4	NO LONGER USED
5	NAVAL RESERVE (SELRES AND IRR)
6	NO LONGER USED
7	NAVAL RESERVE, ACTIVE DUTY FTS
8	NAVAL RESERVE, APPT FROM ENL STAT OR PERM STAT CWO
9	NAVAL RESERVE, RETIRED LIST



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