



DEPARTMENT OF THE ARMY
OFFICE OF THE CHIEF OF ARMOR
1 KARKER STREET; MCGINNIS-WICKHAM HALL
SUITE 6600
FORT BENNING, GEORGIA 31905-4500

REPLY TO
ATTENTION OF:

ATZK-AR

10 February 2014

MEMORANDUM THRU DIRECTOR, OFFICE OF THE CHIEF OF ARMOR
FOR COMMADANT, US ARMY ARMOR SCHOOL

SUBJECT: Information Paper – Results of FY 14 Master Sergeant Selection Board

1. Purpose. To provide information to the Chief of Armor on the results of the FY 14 selection list to Master Sergeant (MSG).

2. Summary. The Department of the Army promotion selection board convened on 03 December 2013 and recessed on 19 December 2013 at Fort Knox, KY, to consider eligible Soldiers for promotion to Master Sergeant. The recommendations were approved by the Director of Military Personnel Management on 24 January 2014. The eligibility criterion for promotion consideration to MSG was: **“ALL SLC-QUALIFIED SFC WITH A DOR OF 23 OCT 10 AND EARLIER AND WITH A BASD BETWEEN 23 OCT 88 AND 23 OCT 05 (BOTH DATES INCLUSIVE). PRIMARY ZONE DOR IS 16 OCT 09 AND EARLIER. SECONDARY ZONE IS 17 OCT 09 THRU 23 OCT 10”**. The reference is MILPER Message 13-169.

a. Primary Zone. DOR is 23 October 2010 and earlier.

b. Secondary Zone. DOR is 17 October 2009 through 23 October 2010.

3. MSG Selection Information. All calculations throughout this document are based on the official release date of 04 FEB 2014. The following is a profile of the Sergeants First Class selected for promotion to Master Sergeant

a. The total number of Armor Sergeants First Class considered for promotion was 763; the number selected for promotion was 48. Armor selection rate was 6.3 %; the total Army selection rate was 11.8%. 19K had a selection rate of 5.3% (21 out of 395) and 19D had a selection rate 7.3% (27 out of 368).

b. The average age of those selected for promotion within CMF 19 was 36.49 years. The oldest was 49.97 years and the youngest was 30.52 years. The average age for 19D selectees was 35.87 years; average age for 19K selectees was 37.30 years.

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SUBJECT: Information Paper – Results of FY13 Selection List to Master Sergeant

c. The average Time in Service (TIS) for those selected for promotion was 16.40 years. The highest TIS was 21.58 years and the lowest was 12.52 years.

d. The average Time in Grade (TIG) for those selected for promotion was 5.64 years. The highest was 9.35 years and the lowest 3.77 years.

e. The average time spent as a PSG was 36.79 months with the highest being 71 months and the lowest being 11 months. The NCO with only 11 months was moved to a First Sergeant position and served over 24 months in position.

f. All of the NCOs selected for promotion were high school graduates or equivalent. Of the eight Armor NCOs selected for MSG, 87.5% had some college. The following is the level of education for MSG selectees:

- (1) No college: 12.5% had no college (6 of 48).
- (2) Less than one year of college 8.3% (4 of 48)
- (3) One year of college: 31.3% had at least one year of college (15 of 48).
- (4) Two years of college: 29.1% had at least two years of college (14 of 48).
- (5) Three years of college: 4.2% had at least three years of college (2 of 48).
- (6) Four years of college: 14.6% at least four years of college (7 of 48).
- (7) 33% of the NCOs selected completed an advanced degree (16 of 48).
- (8) Associates degree: 18.75% had an Associates Degree (9 of 48).
- (9) Bachelors Degree: 12.5% attained a Baccalauriete Degree (6 of 48).
- (10) One NCO attained a Masters Degree.

g. The average GT score for those selected for promotion was 111. The highest GT score was 127; the lowest GT score was 91.

h. Professionally developing assignments:

	Master Gunner	Drill SGT	Recruiter	Instructor	ROTC	O/C	NCOA	AC/RC
19D	0	3	1	8	5	5	2	9
19K	7	7	1	8	3	0	3	6
Total	7	10	2	16	8	5	5	15
Percentage	14.6%	20.8%	4.2%	33.3%	16.7%	10.4%	10.4%	31.3%

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i. The following data depicts attendance at common professionally developing schools.

	SLC/ ARC	Battle Staff NCO	Airborne	Air Assault	Pathfinder	Jump Master	Ranger
19D	7	8	9	14	4	4	3
19K	0	7	2	2	0	0	0
Total	7	15	11	16	4	4	3
Percentage	14.6%	31.25	22.9%	33.3%	8.3%	8.3%	6.25%

j. Ten of the 48 selectees (20.8%) were members of the Excellence in Armor Program; six were 19D and four were 19K.

k. Two of the selectees had converted from 19K to 19D conversion.

4. General observations.

a. OCOA believes the selection board voted our best Sergeants First Class for promotion to Master Sergeant. Our opinion is that the promotion board followed the guidance in Chapter 9, DA PAM 600-25.

b. Four Sergeants First Class selected for promotion had GT scores below 100. Although a GT score below 100 may not have a significant impact on a MSG or SGM/CSM, NCOs and Soldiers within the CMF must understand that it does limit the options available to them for selecting a specialty or professionally developing assignment later in their career. For example, having a GT score below 100 does not allow an NCO to be eligible to become the following: Drill Sergeant, Recruiter, or Master Gunners.

c. The NCOs selected did the tough demanding assignments. They had numerous professionally developing assignments throughout their careers. They served the Armor Force well as Master Gunners, Drill Sergeants, Instructors, and in many other important assignments in conjunction with the meeting requisite service as platoon sergeants. Sixteen of those selected for promotion had served in positions as 1SGs, with eleven serving 12 or more months successfully. Those serving successfully in positions as 1SGs were looked favorably upon by the board. In addition, the Selection Board recognized that service on a transition team alone does not meet the branch development requirements.

d. Armor NCOs across all brigade combat team formations compete equitably for promotion. The key for selection remains excellence in key leadership positions as evidenced by multiple NCOERs, supported by sustained performance in the Generating Force.

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e. The selected NCOs had relatively “clean” ERBs with clearly designated duty titles. The NCOER should reflect the same duty title as is documented on the ERB and vice-versa. While not cited as a cause of concern on this board AAR, Raters need to continue to clearly articulate the NCO’s job title, duty description and comments of the level of responsibility while avoiding the use of “homegrown” duty titles in both MTOE and TDA positions.

f. The Armor Selection Board AAR comments highlighted the following:

(1) Performance and potential: The best qualified NCOs continue to meet the career path gates as articulated in the Branch Professional Development Model. The most competitive for selection demonstrated outstanding performance in challenging leadership positions that were clearly documented by rater and senior rater comments on NCOERs. Exceptional board files contained strongly written NCOERs, recently updated ERBs, current DA Photos with updated awards and decorations, a high level of physical fitness, and civilian and military education. (Note-Thirty eight of the selectees had taken a DA Photo within months of the board convening.) NCOs who had

(2) Utilization and assignments. NCOs considered by the board who had served in a variety of broadening assignments such as Instructor/Writer, Recruiter, Drill Sergeant, and Equal Opportunity Advisor were considered favorably for promotion. NCOs with a pattern of justifiable excellence ratings and strong senior rater bullets were easily distinguished, while NCOs who served in multiple staff positions for prolonged periods were viewed as less competitive.

(3) Training and education. NCOs who displayed continuous learning in military schools and earned additional ASIs/SQIs throughout their careers were credited for their self-development and viewed favorably by the board. NCOs who earned Honor Graduate, Distinguished Leadership Award and exceeded course standards in all rated areas stood apart from their peers. Civilian education within the CMF continues to set high-standards within the Army.

5. POC is SGM Gregory Proft, Office of the Chief of Armor, (706) 545-7725.



GEORGE DeSARIO

Director, Office of the Chief of Armor

**U.S. Army Human Resources Command
Armor Branch - Enlisted Personnel Management Division**

FY 2014 MASTER SERGEANT BOARD RESULTS - STATISTICS

	SFC CONS	SFC SELECTS	PERCENT	SFC NON SELECT	PERCENT	CURRENT SFC AUTH	SFC ON HAND	PERCENT	CURRENT MSG AUTH	MSG ON HAND	PERCENT
ARMY	17663	2080	11.8%	15583	88.2%	39167	395	100.9%	11549	117	101.6%
ARMOR	763	48	6.3%	715	93.7%	1639	168	102.8%	542	550	101.5%
19D (CAVALRY SCOUT)	368	27	7.3%	341	92.7%	887	921	103.8%			
19K (ARMOR CREWMAN)	395	21	5.3%	374	94.7%	752	764	101.6%			

Sergeants First Class that were selected for Promotion to MSG that have other Working Personnel Actions / Issues

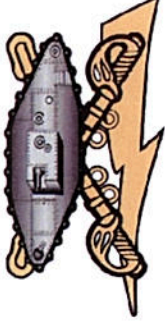
APPROVED RETIREMENTS	0
MRC 3B	0
MMRB PENDING / ON GOING	0
SRR (ETS FY12/13)	0
FLAGGED FOR OTHER	0
TOTAL	0

FY 2013 DATA

	SFC CONSIDERED	SFC SELECTED	PERCENT	SFC NON SELECT	PERCENT	CURRENT SFC AUTH	SFC ON HAND	PERCENT	CURRENT MSG AUTH	MSG ON HAND	PERCENT
ARMY	18828	1610	8.6%	17218	91.4%	39686	402	101.4%	11635	118	102.2%
ARMOR	803	8	1.0%	795	99.0%	1697	177	104.6%	569	622	109.3%

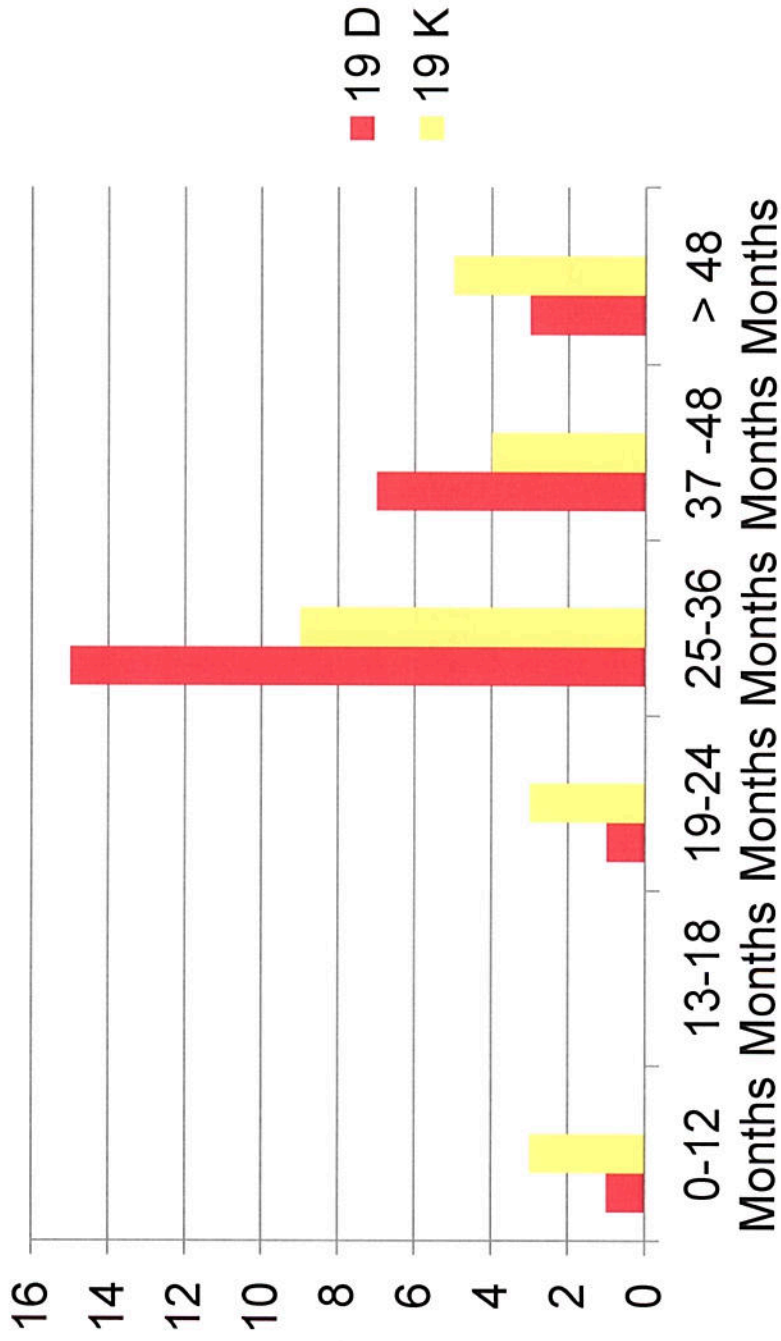


Office of the Chief of Armor



Fort Benning, Home of the MCoE

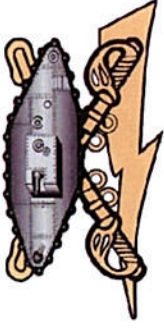
Months rated as PSG



Soldiers are our business!

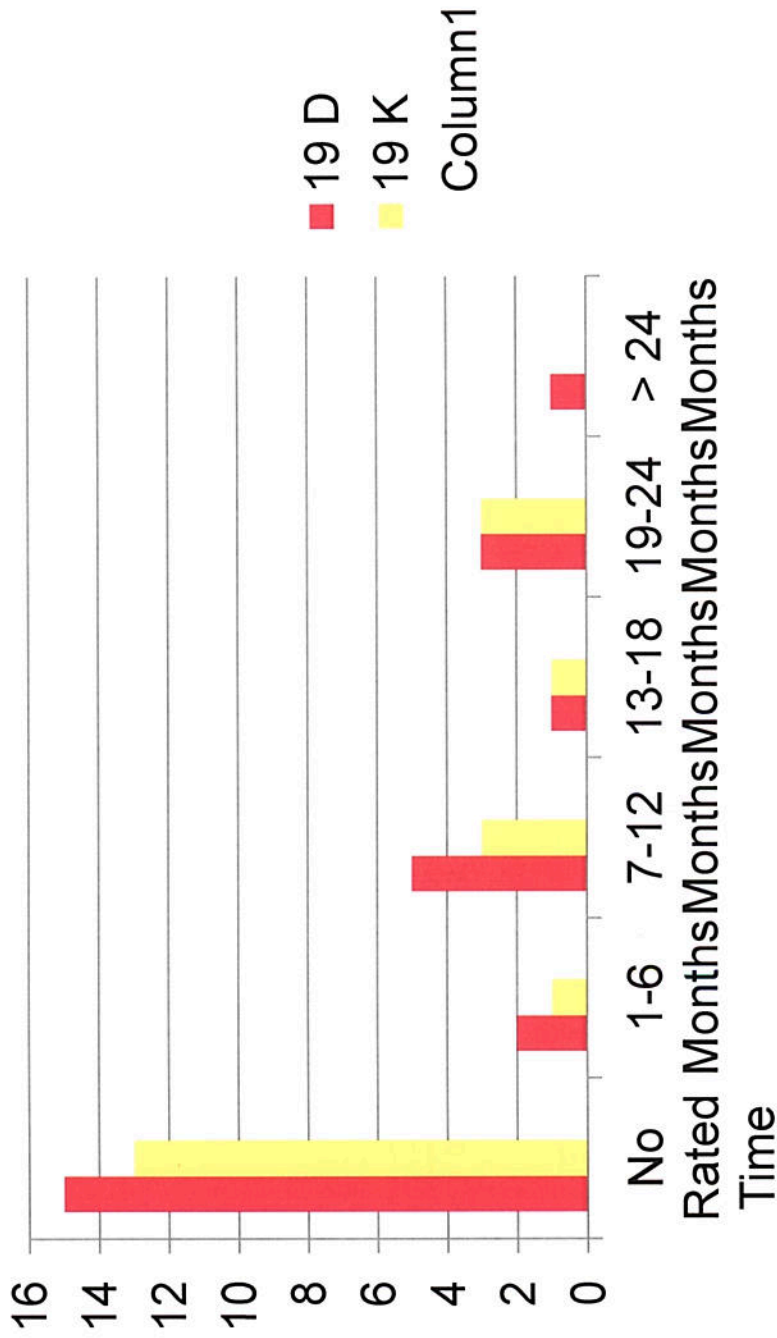


Office of the Chief of Armor



Fort Benning, Home of the MCoE

Months rated as 1SG



Soldiers are our business!



DEPARTMENT OF THE ARMY
SECRETARIAT FOR DEPARTMENT OF THE ARMY SELECTION BOARDS
1600 SPEARHEAD DIVISION AVENUE
FORT KNOX, KY 40122

REPLY TO
ATTENTION OF

AHRC-PDV-S

17 December 2013

MEMORANDUM THRU Headquarters, United States Army Training and Doctrine
Command, 950 Jefferson Ave, Fort Eustis, VA 23604

FOR Commandant, Maneuver Center of Excellence, 35 Ridgway Loop, Fort Benning, GA
31905

SUBJECT: Career Management Field (CMF) 19 Review and Analysis

1. Reference memorandum, HQDA, DAPE-MPE-PD, 18 October 2013, Subject:
Memorandum of Instruction (MOI) for the Fiscal Year 2014 (FY14) AC Master Sergeant
(MSG) Promotion Selection Board and Sergeant First Class (SFC) Qualitative Service
Program (QSP) Boards.

2. In accordance with the referenced memorandum, the selection board panel reviewing
records for CMF 19 submits Review and Analysis to assist you in executing your duties as
proponent for MOS within the CMF.

3. Competence assessment of Promotion Zone (strengths and weaknesses).

a. Performance and potential: The selection board carefully reviewed 19Z
Noncommissioned Officer (NCO) records to select the best qualified NCOs for promotion to
Master Sergeant. Those most competitive for selection demonstrated outstanding
performance in challenging leadership positions that were clearly documented by rater and
senior rater comments on NCOERs.

(1) Strengths: Superior performance and potential within CMF 19 fostered a highly
competitive environment. NCOs gained a competitive advantage when they exceeded 18
months of Platoon Sergeant time, sought and were afforded service in challenging follow on
operational assignments like such as company/troop 1SG or operations NCO, and consistently
successful in a variety of broadening assignments. Raters and Senior raters best served the
selection process through candor and specificity in their bullet comments with consistency
between the comments and block checks.

(2) Weaknesses: NCOs that received a marginally achieved course standards during
NCOES or evaluation generating schools were less competitive. NCOs serving in concurrent
staff assignments after serving in a leadership position with less than superior results were
viewed as less competitive. NCOs serving in multiple staff positions for prolonged periods of

time were viewed as less competitive. Excellence ratings on the NCOER that were not justified with bullet comments were not viewed as favorably and should be avoided.

b. Utilization and assignments: NCOs considered by the board that served in a variety of broadening assignments such as Instructor/Writer, Recruiter, Drill Instructor, Equal Opportunity Advisor were favorably considered for promotion. NCOs with a pattern of justified NCOER excellence ratings and strong senior rater bullets within these positions were easily distinguished.

c. Training and Education: The civilian education level within CMF 19Z continues to set high standards within the Army. Many of the SFCs earned an associate's degree or bachelor's degree. Those that displayed continuous learning in military schools and earned additional ASIs and SQIs throughout their career were credited for their self-development and viewed favorably by the board. The board members looked favorably at successful completion of the various Reconnaissance Courses (19D), the Master Gunner Course (19D/19K) and Battle Staff Course. Additionally, NCOs who earned Honor Graduate, the Distinguished Leadership Award, and exceeded course standards in all rated areas during NCOES stood out among their peers.

d. Physical Fitness: NCOs that consistently demonstrated a high level of physical fitness were viewed favorably by board members and assisted in selecting those best qualified for promotion. NCO's who failed to meet Ht/Wt standards were seen as less competitive.

e. Overall career management: 19D/19K SFCs are highly qualified and clearly well managed. Most SFCs exceeded the minimum requirements outlined in DA Pam 600-25. Those NCOs that exceeded these requirements, sought additional tough assignments either within the MOS or as a broadening assignment and continued to excel, improved their competitiveness.

4. CMF structure and career progression assessment.

a. MOS compatibility within CMF: There were no MOS compatibility issues within CMF 19.

b. Suitability of standards of grade and structure: All SFCs in the zone for selection were given equal consideration across the full range of assignments by all board members.

c. Assignment and promotion opportunity: Assignment and promotion opportunities exist for those that seek them within CMF 19. SFCs striving to reach the rank of MSG should seek the most demanding leadership positions and strive for technical and tactical excellence throughout their career.

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SUBJECT: Career Management Field (CMF) 19Z Branch Review and Analysis

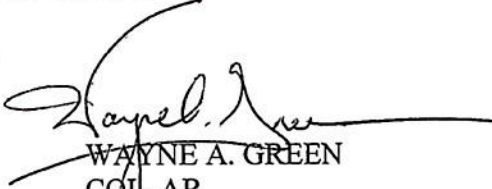
d. Overall health of CMF: Performance of Soldiers in MOS 19D and 19K remain very strong. DA Pam 600-25 served as a pertinent reference for selecting the most highly qualified NCOs to MSG.

5. Recommendations

a. Rater and Senior Rater responsibilities. Ultimately, raters and senior raters select the next generation of MSGs for CMF 19 by properly documenting the performance of NCOs using the NCOER and by ensuring that our talented NCOs are afforded the appropriate opportunities for career qualifying jobs, challenging broadening assignments, and attendance at NCOES schools. Raters and Senior raters best serve the selection process by challenging their best NCOs with tough assignments, through clear and candid comments about future potential, and ensuring that comments support the block checks.

6. CMF 19

a. Overall, the quality of DA Pamphlet 600-25 provided relevant information that allowed the board to identify the best qualified NCOs within the CMF.


WAYNE A. GREEN
COL, AR
Panel Chief



DEPARTMENT OF THE ARMY
U.S. ARMY HUMAN RESOURCES COMMAND
1600 SPEARHEAD DIVISION AVENUE DEPARTMENT 472
FORT KNOX, KY 40122-5407

AHRC-PDV-PE

4 February 2014

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: FY14 Active Component Promotion Selection List to Master Sergeant

1. References.

a. MILPER Message 13-169, dated 11 July 2013, Subject: FY14 Active Component MSG Selection Board Announcement Message.

b. Army Regulation 600-8-19, Enlisted Promotions and Reductions, (RAR) dated 27 December 2011.

c. Army Regulation 635-200, Active Duty Enlisted Administrative Separations, (RAR) dated 6 September 2011.

2. General.

a. In accordance with references above, a Department of the Army selection board convened on 3 December 2014 and recessed on 19 December 2014 to consider eligible Soldiers for promotion to Master Sergeant. The recommendations were approved by the Director of Military Personnel Management on 24 January 2014.

b. Board membership is contained in enclosure 1.

3. Summary of Board Actions by Zones for Promotion to Master Sergeant.

	PRIMARY	SECONDARY	TOTAL
CONSIDERED	14,147	3,542	17,660
SELECTED	1,572	504	2,076
PERCENTAGE	8.99%	7.02%	8.50%

4. Considered and Selected List.

a. Commanders will inform Soldiers who were recommended as well as those Soldiers who were not recommended for promotion. Soldiers should also be informed that because selectees are sequenced and promoted within a specific MOS, promotions will occur as vacancies exist and budgetary constraints allow.

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SUBJECT: FY14 Active Component Promotion List to Master Sergeant

b. The promotion list is subject to additional administrative reviews and should not to be construed as promotion orders. Accordingly, Soldiers listed herein should not assume that the structure of the list, or the presence of a name on the list, constitutes a firm forecast for promotion. Promotions are announced by the United States Army Human Resources Command on a monthly basis.

c. This selection list must be reviewed immediately and on a continuing basis until it is exhausted. The above action is needed to preclude the promotion of Soldiers who are ineligible or are in a nonpromotable status. Commanders, or their designated representative, will verify this promotion list IAW AR 600-8-19, chapter 1, paragraph 1-10. Required documents will be forwarded to this headquarters at usarmy.knox.hrc.mbs.tagd-sr-enlisted-promotions@mail.mil or Commander, Human Resources Command, 1600 Spearhead Division Avenue, Department 472, Fort Knox, KY 40122-5407.

d. Promotions to MSG requires an interim secret clearance or higher.

5. Standby Advisory Board (STAB). A request for a STAB must be fully documented and processed IAW AR 600-8-19. Cases not meeting the guidelines established within the regulatory guidance may be returned without action at any level prior to forwarding to HRC. Standby Advisory Boards are convened at HRC-Fort Knox in conjunction with regularly scheduled boards. Those Soldiers receiving STAB consideration will be notified of the STAB board results under separate cover through their chain of command. STAB results are not posted online in conjunction with a regularly scheduled promotion board.

6. Nonselection for Promotion.

a. The specific reasons for selection or nonselection are not recorded and are not divulged by the board. Selection boards consider the entire Army Military Human Resources Record (AMHRR) and the Enlisted Records Brief (ERB). Information such as Noncommissioned Officer Evaluation Reports (NCOER), assignments, leadership positions, military education and physical fitness are also important considerations during board deliberations.

b. When counseling Soldiers concerning nonselection, they should be aware that non-selection is often a direct result of limited or no opportunity for selection within an MOS due to an overstrengthed status. Soldiers may request an evaluation of the promotion potential from their respective HRC Career Branch Professional Development NCO. Points of contact for the appropriate career management branches can be found at <https://www.hrc.army.mil/site/Active/enlist/ENLIST.htm>.

7. Declination of Promotion. A Soldier who declines promotion must have a memorandum of declination endorsed by the BN Commander. Soldiers must decline

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SUBJECT: FY14 Active Component Promotion List to Master Sergeant

their promotion no later than 30 days from the effective date as indicated on the HRC promotion order. Failure to decline within 30 days of the effective date of the promotion order constitutes acceptance of the promotion and a 3-year service remaining requirement. Procedures governing declinations are contained in AR 600-8-19.

BY ORDER OF THE SECRETARY OF THE ARMY:

Encls
as

//Original Signed//
JONATHAN A. URIBE-HUITRON
Sergeant Major, USA
Chief, Enlisted Promotions
Promotions Branch



DEPARTMENT OF THE ARMY
SECRETARIAT FOR DEPARTMENT OF THE ARMY SELECTION BOARDS
1600 SPEARHEAD DIVISION AVENUE
FORT KNOX, KY 40122

AHRC-PDV-S

19 December 2013

MEMORANDUM FOR Director of Military Personnel Management, Office of the Deputy Chief of Staff, G-1, 300 Army Pentagon, Washington, D.C. 20310-0300

SUBJECT: Field After Action Report – Fiscal Year 2014 (FY14) AC Master Sergeant (MSG) Promotion Selection Board and Sergeant First Class (SFC) Qualitative Service Program (QSP) Boards

1. References.

- a. AR 600-8-19, Enlisted Promotions and Reductions, dated 30 April 2010.
- b. Department of the Army Pamphlet 600-25.
- c. DAPE-MPE-PD, Memorandum of Instruction (MOI) dated 18 October 2013, Subject: Memorandum of Instruction (MOI) for the Fiscal Year 2014 (FY14) AC Master Sergeant (MSG) Promotion Selection Board and Sergeant First Class (SFC) Qualitative Service Program (QSP) Boards.

2. General: The Fiscal Year 2014 (FY14) AC Master Sergeant (MSG) Promotion Selection Board and Sergeant First Class (SFC) Qualitative Service Program (QSP) Boards convened at the DA Secretariat, Fort Knox, Kentucky on 03 December 2013, to select the best qualified noncommissioned officers for promotion to MSG. The board selected eligible candidates for involuntary separation from active duty in accordance with references 1a and 1c above. The board also screened packets on Soldiers referred to it under the Stand-By Advisory Board (STAB) process and conducted a Qualitative Management Program (QMP) Board.

3. Board Issues and Observations.

- a. DA Photos missing or inaccurate.

(1) Discussion: Board members identified numerous missing and/or inaccurate DA Photos. The errors and omissions ranged across all encountered MOSs. Missing/outdated photos raised a red flag with panel members and triggered a more thorough look into the NCOs record in an attempt to uncover potential misconduct issues or other areas of failure to meet standards. A majority of those NCOs missing photos did not appear to have an issue with height/weight standards as evidenced by recent NCOER and NCOES data. In many cases, the NCO with a missing photo recently graduated with Honors (Distinguished Graduate, Commandants List, etc.) from an NCOES course. There were many instances of NCOs failing to update their DA Photo when receiving an award of ARCOM or higher. The majority of NCOs missing DA Photos were also not deployed or recently redeployed. There were an extremely small number of NCOs whose

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SUBJECT: Field After Action Review – Fiscal Year 2014 (FY14) AC Master Sergeant (MSG) Promotion Selection Board and Sergeant First Class (SFC) Qualitative Service Program (QSP) Boards

deployment/redeployment timeline affected their ability to have a current/accurate photo on file. Those NCOs were considered on a case by case basis by board members and were not necessarily negatively impacted as a result. A minority of NCOs with current DA Photos were photographed wearing Staff Sergeant rank which is in clear violation of the DA Photo requirements specified in AR 640-30. There were several instances of NCOs with a photo 2-5 years old that had obvious mistakes (i.e. U.S. and Branch Insignia on the wrong side).

(2) Recommendation: NCOs and leaders at all levels must ensure that they remain in compliance with DA Photo requirements as outlined in AR 640-30. Senior NCOs should institute training of AR 640-30 requirements during NCOPD events. Leaders should also ensure there is a validation/verification of photos for all NCOs in their command that are in the zone for promotion consideration. Likewise, HRC Branch Chiefs must continue to emphasize the importance of having a current DA Photo, regardless of whether or not the Soldier considers herself/himself to be competitive for promotion.

b. Pre-eminency of Senior Rater Bullet Comments on the NCOER.

(1) Discussion: The primary purpose of the NCOER is to evaluate performance and potential of Non-Commissioned Officers in order to select the best qualified NCOs for promotion. The board found that the Senior Rater (SR) portion of the NCOER was the most critical section in assisting the board to evaluate overall performance and the single element of the record that quantitatively assesses potential for future service. The force must continue to use the SR block check to differentiate between NCOs for both performance and potential. Equally important are the words SRs select to further delineate their top candidates for promotion -- specificity and clarity in word choice matters. Examples of good bullets could include: promote first look secondary zone, potential as a future SGM/CSM, and top 2 of 26 SFCs in the battalion.

(2) Recommendation: The Senior Rater must provide specific comments addressing the Soldier's potential for promotion by ensuring specific bullet comments support the appropriate ratings. Senior raters must address marginal, fair or poor ratings. Senior Raters need to use 1/1 ratings sparingly and clearly articulate those who continuously perform above average. Clear enumeration in the Senior Rater block will assist board members in selecting the best qualified NCOs.

c. Overall NCOER discrepancies.

(1) Discussion: The rated NCO has overall responsibility for accuracy of the NCOER. Several reports were found to have errors, including: grammar, punctuation, counseling dates, three lines per bullet, height/ weight fluctuations, and rater/senior rater disconnect. The rated NCO should be keenly aware of DA PAM 623-3 and AR 623-3 to ensure complete accuracy of their evaluation report and to provide regulation based advice to the rating chain as appropriate. Inaccurate, error ridden evaluation reports do not display knowledge and attention to detail required of senior NCOs. Likewise, an excessive use of acronyms made some NCOERs difficult to read.

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SUBJECT: Field After Action Review – Fiscal Year 2014 (FY14) AC Master Sergeant (MSG) Promotion Selection Board and Sergeant First Class (SFC) Qualitative Service Program (QSP) Boards

Each NCOER should be able to be clearly read in a single, rapid reading without having to refer to outside sources to understand what is being said.

(2) Recommendation: The rated NCO and rating chain must increase focus on the correctness and consistency of administrative data input on the NCOER. Additionally, acronyms should be spelled out the first time they are used on an NCOER and be in a location that can be quickly referenced (such as Duty Description).

d. Inaccurate Duty MOS.

(1) Discussion: Many NCOERs contained inaccurate Duty MOSs. The most important part of the Duty MOS is the NCO level (40 or 50, e.g. 79S50). When trying to determine whether someone has been working above their current grade, this is an important component on the NCOER. Inaccurate Duty MOSs force board members to read through the duty description to ascertain whether or not that Soldier is serving in a higher grade or position of increased responsibility. Many times it is an administrative or an unintentional error on the NCOER / ERB. In other instances, positions that were listed on an ERB were not authorized on that specific unit's MTOE or TDA.

(2) Recommendation: Soldiers are responsible for ensuring the administrative data on the NCOER is correct. Additionally, NCOs must take the time to ensure their ERB accurately reflects the positions they have served in by taking advantage of annual ERB updates or other windows of opportunity (birth-month audit, Soldier Readiness Processing, In/Out- Processing, etc.).

e. Enlisted Record Briefs (ERBs).

(1) Discussion: A large number of ERBs were inaccurate, missing information or neither updated nor validated. In some cases, job title entries on the ERBs did not match the jobs on the NCOERs. A significant number of ERBs had missing data: "incoming personnel", "surplus Soldier," and "known loss" instead of actual duty positions. Often the ERBs did not match the NCOERs in terms of duty description and time in position. It is helpful to have duty titles clearly spelled out on the ERB utilizing allocated space. Overseas tours were not properly entered with the correct code(s) on the ERB showing the type of tour completed. The ERB and AMHRR should mirror each other as much as possible. Training, awards, and education were frequently not substantiated with documentation in the AMHRR.

(2) Recommendation: Due diligence by the rating chain and rated Soldier identifying MTOE positions within the command coupled with a more careful review of records updated by unit HR clerks should mitigate those ERB inaccuracies. NCOs must exercise greater attention to detail when validating their AMHRR and/or My Board File. The AMHRR should be reviewed with a current copy of the ERB to determine discrepancies prior to validation of the My Board File.

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SUBJECT: Field After Action Review – Fiscal Year 2014 (FY14) AC Master Sergeant (MSG) Promotion Selection Board and Sergeant First Class (SFC) Qualitative Service Program (QSP) Boards

f. Letters to the Board President.

(1) Discussion: Several letters were submitted to explain disagreements with NCOERs in terms of overall rating/remarks and disagreement with the qualifications of the NCO rating chain annotated on the NCOER. Also, several letters were submitted to explain failures to meet PME course standards as annotated on DA form 1059. Many NCOs are confusing the criteria for an Enlisted Record Appeal and informational letters to the Board President. Overall, Soldiers used a Letter to the Board President for the right reasons – to bring attention to something significant in their file, or something that would not make it to the board in time for processing which they wanted to be taken into consideration. However, there were other instances when a letter would have been appropriate, such as a gap in the file or a reason for no photo. Some letters were sent to explain discrepancies in the board file and others were directive to the board indicating why the NCO should be selected for promotion. Every proactive attempt should be made to ensure completion of training programs in a timely manner for documents to be reflected on the AMHRR. When situations arise that prevent completeness of the board file, letters to the board are justified. Letters sent to direct attention to explanations of derogatory information or suggestions to the board regarding the board process are unwarranted, hinder the evaluation of records, and display the lack of knowledge and awareness of career management expected of senior NCOs.

(2) Recommendation: NCOs must carefully review AR 600-8-19, chapter 5-35 to determine if a letter to the President of the Board is appropriate. Soldiers should send Letters to the Board President to explain gaps or errors in their files. Letters sent to the board should only address corrections or discrepancies. Letters sent requesting favorable consideration often send an unfavorable message to the board.

g. Education and Training (Military and Civilian)

(1) Discussion: Education gained from formal directed study in military and civilian training programs is vital to the lifelong learning expected of senior NCOs. Opportunities for military and civilian education exist online, at installations, and through temporary duty assignments. While not mandatory, the initiative and personal investment in advancement through civilian education enhances the leadership attributes and quality of the NCO. NCOs should strive to achieve Associate, Bachelor, or Master's Degree in addition to mandatory military education. The centralized board process is very competitive. Senior NCOs are highly encouraged to complete military and civilian training with excellence. Meeting the standard is the minimum expectation of course attendance. Astute career management is evident in attendance to NCOES and ASI schools throughout the career.

(2) Recommendation: NCOs must embrace lifelong learning by attending military and civilian educational courses throughout their career. Promotion potential is enhanced with lifelong learning and striving for excellence in NCOES.

AHRC-PDV-S

SUBJECT: Field After Action Review – Fiscal Year 2014 (FY14) AC Master Sergeant (MSG) Promotion Selection Board and Sergeant First Class (SFC) Qualitative Service Program (QSP) Boards

h. APFT Scores/Physical Fitness Badge

(1) Discussion: NCOs that consistently demonstrated a high level of physical fitness stood out as compared to their peers. The willingness to pursue and maintain the Army Physical Fitness badge reflected positively on the candidate's discipline, motivation, and care for their health and well being. Many raters only annotated the score of the NCO's APFT and did not state whether or not the rated NCO earned the Physical Fitness Badge. If the NCO scores a 290 or above it is easy to see that the NCO earned the badge; however, if the NCO earns a 270-289, the panel members are unsure if the badge was earned.

(2) Recommendation: The rated NCO's fitness should be emphasized by documenting how well the NCO performed on their most recent APFT as the first bullet on the NCOER. If the Physical Fitness Badge was earned, raters must ensure they capture that in the evaluation. Additionally, the fitness of the rated NCO's Soldiers can be documented on the NCOER in order to demonstrate the organizational level of leadership to board members.

i. Height/Weight Data.

(1) Discussion: For some NCOs, height/weight and APFT information over several ratings was inconsistent. NCOs who appeared significantly overweight in their DA Photos often did not provide an updated DA photo or had a height/weight listed on NCOERs that exceeded AR 600-9 screening standards. These discrepancies caused the board members to question the credibility of the height/weight information provided on the evaluations.

(2) Recommendation: Unit level leadership must ensure that all information provided on the NCO's evaluation report to include the APFT and height/weight is complete, accurate and in accordance with AR 600-9. For those who are exempt due to medical reasons, the height/weight field must remain blank. A large number of these reports had previous height and weight data recorded followed by "Soldier exempt from HT/WT IAW AR 40-501."

4. Conclusion or general comments. The centralized selection and promotion board process is extremely fair and the considered population was very competitive. Senior NCOs should endeavor to always maintain current and complete record files throughout their career by maintaining accurate DA photos, ERBs and ensuring that all documents including NCOERs, education, training and awards are accurately capture in their files. Pursuit of career paths as outlined in DA PAM 600-25, advanced military and civilian education, and progressive, diverse, and broadening leadership assignments will only enhance our NCO Corps and the quality of our Army.

\\ORIGINAL SIGNED\\
MALCOLM B. FROST
Brigadier General, U.S. Army
Board President

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