



DEPARTMENT OF THE ARMY
OFFICE OF THE CHIEF OF ARMOR
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ATZK-AR

4 February 2019

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

SUBJECT: Information Paper – Results of FY 19 Sergeant Major Training and Selection List.

1. Purpose: To provide information to the Chief of Armor on the results of the FY19 selection list for attendance to USASMA Class 70.
2. Summary: The Department of the Army selection board convened on 28 November 2018 at Fort Knox, KY to consider eligible Senior Noncommissioned Officers for selection to attend the United States Sergeants Major Academy (USASMA Class 70) for the purpose of promotion to SGM. The eligibility criteria for promotion consideration to SGM were: "ALL SSD-IV AND SLC QUALIFIED 1SG'S/MSG'S WITH A DOR OF 29 NOV 16 AND EARLIER AND WITH A BASD BETWEEN 29 NOV 94 AND 29 NOV 08 (INCLUSIVE)." The reference is MILPER Message 18-230.

Primary Zone: DOR is 19 Aug 15 and earlier

Secondary Zone: DOR is 20 Aug 15 thru 29 Nov 16 (Inclusive)

3. SGM Selection Information. The following is a profile of the First Sergeant/ Master Sergeant's selected to attend to USASMA Class 70.
 - a. The total number of Armor First Sergeant/ Master Sergeant's considered for promotion was 110; number selected for promotion was 68. Armor selection rate was 62%; the total Army selection rate was 32%.
 - b. The average age of those selected for promotion within CMF 19 was 39.7 years. The oldest was 45 years of age and the youngest was 34 years of age. There is no significant difference between age of selectees of Class 69 (FY18, 39.8) AND Class 70, 39.7.
 - c. The average Time in Service (TIS) for those selected for promotion was 19.5 years. The highest TIS was 23 years and the lowest was 15 years. The difference in the TIS of selectees of Class 69 (FY18, 21.5) and Class 70 (FY19, 19.5) is 2 years.

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d. The average Time in Grade (TIG) for those selected for promotion was 2.8 years. The highest was 8 years and the lowest was 2 years. The difference in the TIG of selectees of Class 69 (FY18, 5.0) and Class 70 (FY19, 2.8) is 2.2 years.

e. All of the NCOs selected for attendance to USASMA Class 70 were high school graduates or equivalent. Of the 68 Armor NCOs selected for attendance to USASMA Class 70, 92.6 % had some college. The following is the level of education for selectees:

- (1) No college: 7% had no college (5 of 68)
- (2) Some College: 55% had some college (37 of 68)
- (3) Associates Degree: 25% had the equivalent of two year degree (17 of 68)
- (4) Bachelor's Degree: 10% had the equivalent of a four year degree (7 of 68)
- (5) Master's Degree: 3% had the equivalent of a six year degree (9 of 68)

f. The average GT score for those selected for promotion was 111. The highest GT score was 132; the lowest GT score was 95.

g. 6 of 68 of the selectees (9%) had converted from 19K to 19D.

h. The Army Physical Fitness Test (APFT) of the selectees had an average of 277. The highest score recorded was 300 (total of 16), with the lowest being 139.

i. Professionally developing assignments:

| | Master Gunner | Drill SGT | Recruiter | Instructor | O/C | NCOA | AC/RC | ROTC |
|---------------|---------------|-----------|-----------|------------|-----------|-----------|-----------|-----------|
| 19K | 5 | 9 | 3 | 17 | 5 | 6 | 6 | 5 |
| 19D | 9 | 18 | 2 | 38 | 10 | 5 | 6 | 18 |
| TOTALS | 14 | 27 | 5 | 55 | 15 | 11 | 12 | 23 |
| Percentage | 20.58% | 39.7% | 7.35% | 80.88% | 22.05% | 16.17% | 17.64 | 33.82% |

j. The following data depicts attendance at professional development schools.

| | Sniper | Battle Staff | Airborne | Air Assault | Pathfinder | Ranger | EIA |
|---------------|----------|--------------|-----------|-------------|------------|----------|-----------|
| 19K | | 10 | 3 | 2 | | | 7 |
| 19D | 2 | 16 | 21 | 26 | 17 | 7 | 9 |
| TOTALS | 2 | 26 | 24 | 28 | 17 | 7 | 16 |
| Percentage | 2.94 | 38.23% | 35.29% | 41.17% | 25% | 10.29% | 23.52% |

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| | Jump Master | Rappel Master | Cavalry Leaders Course | Army Recon Course | Master Resilience Trainer | Master Fitness | SHARP |
|-------------------|--------------|---------------|------------------------|-------------------|---------------------------|----------------|---------------|
| 19K | | | 6 | | 10 | 1 | 4 |
| 19D | 10 | 5 | 18 | 8 | 15 | 4 | 12 |
| TOTALS | 10 | 5 | 24 | 8 | 25 | 5 | 16 |
| Percentage | 14.7% | 7.35% | 35.29% | 11.76% | 36.76% | 7.35% | 23.52% |

k. Critical Leadership Time: The following chart below outlines the amount of critical leadership time as a 1SG that each selectee completed upon selection to USASMA Class 70. The average time spent as a First Sergeant was 33 months, with the highest being 61 months and the lowest being 16 months. Of those selected for attendance to Class 70 had served as HHC level 1SGs at the Battalion/ Brigade/ Division and/or Garrison level successfully. (32 of 48 19Ds 47% selected) and (15 of 20 19Ks 75% selected) served as HQ/ HHC/ HHT/ HHD 1SGs. Those serving HQ/ HHC/ HHT/ HHD 1SGs were looked extremely favorably upon by the board. In addition, (15 of 68, 22.05%) served as Operation Sergeants Major as well as the critical leaders times as 1SG required, with the lowest being 1 month and the longest being 26 months.

| First Sergeant Time | <24 | 24-36 | 37-48 | >49 |
|---------------------|---------------|---------------|---------------|--------------|
| 19K | 2 | 11 | 6 | 1 |
| 19D | 9 | 25 | 9 | 5 |
| TOTALS | 11 | 36 | 15 | 6 |
| Percentage | 16.17% | 52.94% | 22.05% | 8.82% |

4. General observations.

a. OCOA believes the selection board voted our best First Sergeant/Master Sergeant's for selection to attend the United States Army Sergeants Major Academy (USASMA) Class 70. It is our opinion that the promotion board followed the Branch guidance written in DA Pam 600-25 (Chapter 10, 10-10 , para I) which clearly states that a Master Sergeant/First Sergeant needs to have 18 months, 24 months optimal of critical leadership time to be eligible for promotion to Sergeant Major. 95.5% of MSG/1SG's completed their critical leadership time.

b. Twenty of the selectees (29%) had a 19K background; Forty-eight of the selectees (71%) were of a 19D background.

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c. Goals for development, 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 (20.58% selected), Drill Sergeants (39.7% selected), Recruiters (7.35% selected), Observer/Controllers (20.58% selected), Senior Military Science Instructors (33.82% selected) and in many other important assignments.

d. Armor NCOs across all brigade combat teams 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.

5. The Armor proponent highlights the following from the field After Action Report:

a. Noncommissioned Officer Evaluation Report (NCOER)

(1) Discussion: The board found that in some units, it appears senior enlisted leaders are not actively performing the “undocumented” review of NCOERs within their organizations. Per AR 623-2, para 2-18a, every NCOER should receive an undocumented review the by 1SG, SGM, or CSM to ensure accountability of Soldiers’ NCOERs and to oversee the performance of junior NCOs.

(2) Recommendation: The senior enlisted leadership within organizations should ensure NCOERs are being reviewed effectively and consistently. Investment in leader development through effective writing for evaluations is important. More effort should be put into writing clear, accurate assessments of an individual’s performance and potential to ensure the best candidates are selected for promotion.

b. Rater and Senior Rater Comments.

(1) Discussion: The most competitive files contained a consistent pattern of outstanding performance in leadership, staff, and broadening assignments where the rating officials justify comments with qualitative and quantitative bullets. Additionally, clear enumeration by senior raters with caveat was most useful in determining the quality of performance. For example, “#1 of 7 1SG/ MSGs” was generally viewed more favorably than “one of top three out of six MSGs”. Rater and senior rater comments are extremely useful when supported block check with specific qualitative and quantitative bullets are presented. The narrative was amplified when accompanied with a supportive box check.

(2) Recommendation: Senior enlisted leaders should continue to emphasize to organizational leaders the significance and importance of the quantifiable narrative

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assessment. Overall, hard enumeration in the senior rater narrative, up front, sent the clearest message.

c. Soldier Record Brief (SRB).

(1) Discussion: The board viewed the SRB as a word picture of an NCO's current state of readiness. NCOs who failed to update their records to accurately depict the duty description on their SRB and multiple duty locations confused the board members as to their actual position.

(2) Recommendation: Leaders continue to ensure Soldiers of all ranks should take personal ownership of their SRB and other supporting documentations in their overall files. Soldiers should continue to update and certify their files as it sends a clear message to the board when being considered for promotion.

d. The Department of the Army (DA) Photo.

(1) Discussion: A current DA Photo on file that captured a professional military appearance was favorably viewed by the board. Board members' cited the importance of the DA Photo being consistent with the SRB and Soldier's AMHRR, as the DA Photo is the first impression to the board members. Several files had DA Photos that were older and thus often missing awards, photos with SFC rank, or missing photos which were viewed less favorably.

(2) Recommendation: Continue to emphasize the importance of a current DA Photo to the field, as it is the first impression of a Soldier's file to the board members. NCOs who desire advancement to the next grade should maintain updated photos, and ensure all awards on the record match those on the uniform, and discrepancies should be addressed when applicable via a letter to the board president.

e. Personal and Professional Development (Professional Military Education (PME) and skill producing schools).

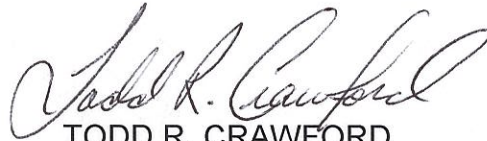
(1) Discussion: NCOs who kept pace with or exceeded training and education standards outlined in DA PAM 600-25 were viewed more favorably by board members. The vast majority of NCOs displayed the right mix of training and education for their MOS-specific and general military education courses (e.g. Master Fitness Trainer, Master Resilience Trainer, and Battle Staff). Also, other broadening assignments and positions of trust were viewed favorably as well to include Equal Opportunity Advisor, SFAB, Instructor/ Writer, Sexual Assault Response Coordinator, Inspector General, Recruiter, Drill Sergeant, and others. Additionally, specialized training such as Master Gunner demonstrated an above average level of expertise and is an indicator of a high level of competency.

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(2) Recommendation: To ensure the continued health of the CMF, leaders and NCOs must educate themselves on the promotion selection criteria in DA PAM 600-25 and Enlisted Centralized Promotion Board Supplement Smartbook (milsuite information system). Leaders at all levels must be knowledgeable of promotion standards and CMF talent management in order to advise and mentor our future leaders

6. Point of contact is the undersigned at todd.r.crawford.mil@mail.mil, or (706) 545-7725.



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