

INFORMATION PAPER
2017 CMF 11 Sergeant First Class Selection Board

ATSH-IP

15 September 2017

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1. Purpose: To provide information related to the FY17 Career Management Field (CMF) 11 Sergeant First Class (SFC) selection list.
2. The FY17 SFC Promotion Selection Board convened on 6 June 2017 to consider eligible Soldiers for promotion to Sergeant First Class. The board reviewed the records of 4096 Infantry Staff Sergeants (SSGs). The Army established the following eligibility criteria:
 - a. Primary Zone: Date of Rank (DOR) of 2 June 2014 and earlier.
 - b. Secondary Zone: DOR is 3 June 2012 thru 6 June 2015.
 - c. Advanced Leaders Course (ALC) and Structured Self Development Level 3 (SSD-3) completion were firm eligibility requirements for consideration.
3. Analysis of DA 600-25 Selection Criteria:
 - a. MOS 11B: An exceptional SSG that is determined to be best qualified for promotion will have at least 24 months' rated time in an authorized leadership position; will have earned the EIB; will have scored at least 270 on the Army Physical Fitness Test (APFT); will have completed some college classes; will have graduated from at least five MOS-enhancing courses; will have graduated from either Bradley Master Gunner Course, Battle Staff NCO Course, or the Ranger Course; and will have served in both priority Operational Force and priority Generating Force assignments.

	Selected Population
Served a minimum of 24 months in authorized leadership positions (Only 69.6% met the proponent goal of 24 months as a Rifle Squad Leader)	83%
Scored 270 or higher on the APFT	84%
Earned the EIB	87%
Graduate from five MOS-enhancing Courses	89%
Master Gunner, Battle Staff, or Ranger Course Graduate (Only 14.9% of eligible population possessed one or more of these qualifications.)	30%
Served in both Operating and Generating Force	68.2%

Table 1: MOS 11B DA Pam 600-25 "Exceptional" Definition Comparison

b. MOS 11C: An exceptional SSG who is determined to be best qualified for promotion will have at least 24 months' rated time in an authorized leadership position; will have earned the EIB; will have scored at least 270 on the APFT; will have completed some college classes; will have graduated from at least five MOS-enhancing courses; will have graduated from the Infantry Mortar Leader Course; will have graduated from either Battle Staff NCO Course, or the Ranger School; and will have served in both priority Operating Force and priority Generating Force assignments.

	Selected Population
Served a minimum of 24 months in authorized leadership positions (Only 75% met the proponent goal of 24 months in a SSG level Squad Leader/ Section Leader positions)	82%
Earned the EIB	69%
Scored 270 or higher on the APFT	61%
Graduate from five MOS-enhancing Courses	82%
IMLC Graduate	97%
Battle Staff, or IMLC, or Ranger Course Graduate	97%
Served in both Operating and Generating Force	93%

Table 2: MOS 11C DA Pam 600-25 "Exceptional" Definition Comparison

4. Selection Rates: Information for this analysis came from the Enlisted Distribution and Assignment System (EDAS) and individual Enlisted Records Brief (ERB) obtained via eMILPO. It does not reflect the information of any Department of the Army Special Roster (DASR) listed NCOs.

a. CMF 11 had an overall selection rate of 30.5% (1248/4094). MOS 11C SSGs had a selection rate of 48.2% (168/348) and MOS 11B had a selection rate of 28.8% (1080/3746). The rate of both MOS 11B and the CMF selection rate was significantly lower than the Army's overall selection rate of 44.9%.¹

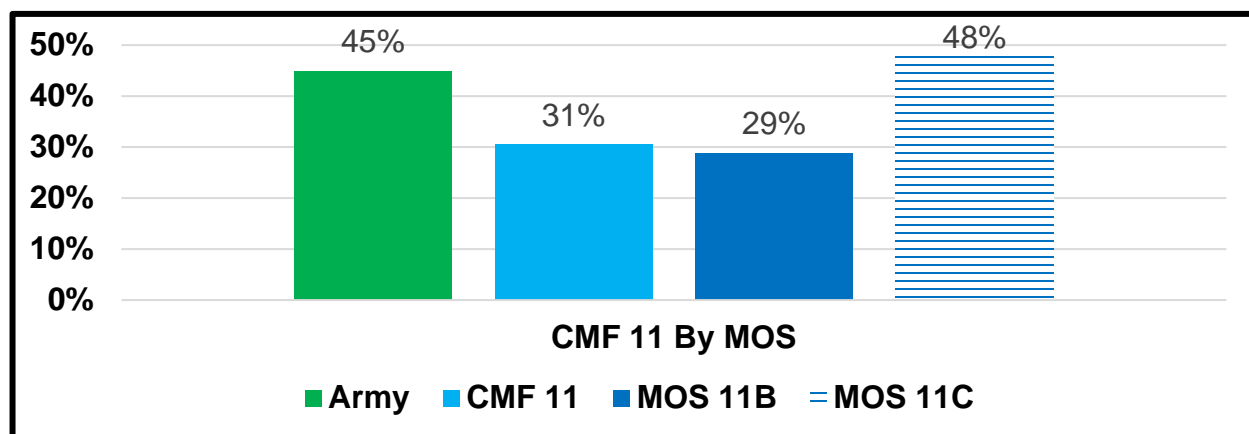


TABLE 3: CMF 11 by MOS

b. Primary versus Secondary Zone Selections: There was no significant differences within CMF11 between the selection rates in the Primary and Secondary Zones of Consideration. This reverses a recent trend of Infantry selection panels promoting a greater percentage from the secondary zone.

	Primary Zone			Secondary Zone		
	Eligible	Selected	Rate	Eligible	Selected	Rate
CMF 11 1248/4094 (30.5%)	3386	1046	30.8%	708	202	28.5%
MOS 11B 1080/3746 (28.8%)	3087	902	29.2%	659	178	27.0%
MOS 11C 168/348 (48.2%)	299	144	48.1%	49	24	48.9%

TABLE 4: Primary versus Secondary by MOS

¹ For the purpose of this analysis, the term "significant" indicates that there is a statistical difference in selection rates between the compared populations. Given the varying population density of the individual segments analyzed, raw percentages are at times misleading. The level of significance was set at 0.1 for this analysis. Unless otherwise indicated the base population (mean) for comparison highlighted in blue on each table. Data elements highlighted in red had statistically lower rates and those in green had statistically higher rates.

c. Selection Rates of Operations Division (OD) CMFs (formerly referred to as Maneuver and Fires Division): The following table is for general information only. Comparison between CMFs is impractical due to maturity of CMF, senior NCO pyramids, and the varying impact of the recent Grade Plate Analysis and pending force structure changes.

	MOS	CONSIDERED	SELECTED	RATE
Operation Division	NA	8925	3960	44.4
CMF 11 Total	NA	4094	1248	30.5
Infantry	11B	3746	1080	28.8%
	11C	348	168	48.2%
PSYOP	37	224	46	20.5%
Air Defense	14	298	238	79.9%
Aviation	15	1414	585	41.4%
Special Forces	18	496	333	67.1%
Armor	19	974	807	82.9%
Artillery	13	1109	633	57.1%

TABLE 5: Operations Division CMFs

d. Operating Force versus Generating Force: There was no significant difference in the selection rates of MOS 11B or 11C NCOS between the Operating and Generating Forces.

	CONSIDERED	SELECTED	RATE
MOS11B	3746	1080	28%
OPERATING FORCE	1661	460	27%
GENERATING FORCE	2085	620	29%
MOS 11C	348	168	48%
OPERATING FORCE	189	82	43%
GENERATING FORCE	159	86	54%

TABLE 6: Operating /Generating Force Comparison

e. Operational Force Analysis:

i. MOS 11B NCOs assigned to Special Operations Forces (SOF) (i.e. 75th Ranger Regiment) continue to have a significantly higher selection rate than their General Purpose Force (GPF) counterparts.

ii. MOS 11B NCOs in the IBCTs (ABN) had significantly higher selection rates than all other GPF units. The significantly higher selection rate of IBCT(A) 11B NCOs is directly related to the density of Ranger qualified SSGs in these formations. Ranger Course attendance data indicates that the majority of Enlisted Infantry Ranger Students originate from the IBCT(A) formations.

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	MOS	CONSIDERED POPULATION	SELECTED POPULATION	RATE
Operating Force	11B	1661	460	27%
	11C	189	82	43%
75 th Ranger	11B	28	25	89%
	11C	4	2	50%
IBCT (ABN)	11B	255	106	41%
	11C	23	10	43%
SBCT	11B	386	98	25%
	11C	75	35	46%
IBCT	11B	629	157	24%
	11C	55	26	47%
ABCT	11B	313	59	18%
	11C	27	6	22%
Special Forces (SWC)	11B	50	15	30%
	11C	5	3	60%

TABLE 7: Selection Rates by BCT/Separate Brigades

f. Generating Force Analysis:

- i. There was no significant difference between MOS 11C and 11B NCOs assigned to the Generating Force.
- ii. MOS 11B Soldiers assigned to 1st Army and US Army Recruiting Command had significant lower selection rates compared to their peers.
- iii. MOS 11C NCOs assigned as Drill Sergeants within the 198th Infantry Brigade had significantly higher selection rates.
- iv. MOS 11B Soldiers assigned to the Airborne and Ranger Training Brigade had significantly higher selection rates. The higher selection rate is tied to Ranger qualified Ranger Instructors. Similar to the Operational Force, an analysis of non-Ranger qualified NCOs revealed no difference in selection rates between Generating Force units.

	MOS	CONSIDERED POPULATION	SELECTED POPULATION	RATE
Generating Force	11B	2085	620	29%
	11C	159	86	54%
Infantry School	11B	121	42	34%
	11C	2	0	0%
Ranger Training Brigade	11B	102	61	59%
	11C	1	1	100%
1ST Army (AC/RC)	11B	90	23	25%
	11C	21	8	38%
316TH Cavalry Regiment	11B	112	21	18%
	11C	3	1	33%
Drill Sergeant (FBGA)	11B	265	120	45%
	11C	45	34	75%
Drill Sergeant (FJSC)	11B	267	90	33%
	11C	10	3	30%
Drill Sergeant (FLMO)	11B	58	31	53%
	11C	0	0	0%
Drill Sergeant (FSOK)	11B	86	19	22%
	11C	0	1	0%
Recruiting	11B	453	83	18%
	11C	40	25	62%
NCOA Cadre	11B	57	13	22%
	11C	2	1	50%
Other Generating Force Units	11B	474	117	24%
	11C	35	12	34%

TABLE 8: Generating Force by Brigade or Higher Unit

g. Skill Qualification Identifiers (SQI) Analysis:

i. Ranger qualified NCOs have higher selection rates than their non-Ranger peers. Infantry Promotion Panels continue to recognize Ranger qualified NCOS as having greater potential for service at higher grades. Although performance remains a requirement, it is clear that Ranger qualified NCOs are significantly more competitive than a non-Ranger qualified NCO. IAW DA PAM 600-25, "An exceptional SSG that is determined to be best qualified for promotion will have graduated from either Bradley Master Gunner Course, Battle Staff NCO Course, or the Ranger Course". Commanders and CSMs at the BCT level should provide qualified Infantry NCOs the opportunity to attend the Ranger Course. The Army allocates annually, approximately 100 seats per Ranger Class for Enlisted Soldiers. The majority of these seats go unfilled.

ii. Former and current MOS 11B Recruiters continue to have significantly lower selection rates. NCOs selected by the Army to serve as Recruiters must meet stringent moral and aptitude requirements that the majority of their peers do not possess. The Army continues to increase the demands on the Infantry to fill requirements in USAREC that are proportionally greater than the CMFs overall portion of the force structure and relies on the Infantry to make up for shortages of other CMFs exceeding TDA authorizations.

iii. Infantry NCOs who are not qualified for any SQI remain less competitive and continue to have significantly lower selection rates.

	MOS	CONSIDERED	SELECTED	RATE
CMF Selection Rates	11B	3746	1080	28.8%
	11C	348	168	48.2%
V Ranger-Parachutist	11B	263	207	78%
	11C	11	5	45%
G Ranger	11B	30	23	76%
	11C	1	0	0%
X Drill Sergeant	11B	1011	450	44%
	11C	156	52	33%
4 Non-Career Recruiter	11B	994	195	19%
	11C	65	38	58%
8 Instructor	11B	1518	542	35%
	11C	121	67	55%
P Parachutist (Non-SQI U OR V)	11B	1368	399	29%
	11C	101	56	55%
O No Identifier	11B	648	96	14%
	11C	106	36	33%

TABLE 9: Skill Qualification Identifiers (SQI)

h. Additional Skill Identifier (ASI) Analysis:

i. MOS 11B Bradley Fighting Vehicle Master Gunners have significantly higher selection rates than their peers. Although still only half the rate of Ranger selections, this is a positive continuing trend. As previously noted, IAW DA PAM 600-25, “An exceptional SSG that is determined to be best qualified for promotion will have graduated from either Bradley Master Gunner Course, Battle Staff NCO Course, or the Ranger Course”.

ii. IMLC (ASI “B1”) was essentially “required” for promotion (97% of selectees versus 95% of eligible).

iii. Although Pathfinder, Air Assault, and Jump Master qualified Soldiers had higher rate, the majority of those selected were also Ranger qualified. An analysis of non-Ranger, Pathfinder did not reveal a significant promotion rate.

iv. NCOs that had not attended any ASI-producing course had significantly lower selection rates. NCOs selected without an ASI possessed multiple SQIs or had exceptionally large quantities of MTO&E leadership time.

v. As noted with regards to the Ranger Course, IBCT Commanders and Command Sergeants Major, send a greater number of Infantry NCOs and Soldiers to ASI producing courses in spite of the fact that requirements for many ASIs (e.g. Sniper, IMLC, etc.) do not differ significantly across BCTs.

	MOS	CONSIDERED	SELECTED	RATE
CMF Selection Rates	11B	3746	1080	28.8%
	11C	348	168	48.2%
2B Air Assault	11B	1226	486	39%
	11C	117	70	59%
5W Jumpmaster	11B	277	143	51%
	11C	17	11	64%
F7 Pathfinder	11B	288	141	48%
	11C	26	23	88%
2S Battle Staff OPS NCO	11B	189	64	33%
	11C	14	8	57%
J3 BFV SYS Master Gunner	11B	102	44	43%
B4 Sniper	11B	219	90	41%
B1 IMLC	11C	329	164	49%
No ASI	11B	1161	173	14%
	11C	12	3	25%

TABLE 10: Additional Skill Identifiers (ASI)

i. Expert and Combat Infantryman Badge(s) Analysis:

i. Approximately 88% of Infantry NCOs considered by this board were recipients of the CIB. It was not a significant factor in selection.

ii. CMF 11 Soldiers who earned the EIB have significantly higher section rates than those who have failed to earn the award. Units that do not conduct the EIB test annually or make efforts to send their Infantry Soldiers to alternate testing locations, place their Soldiers at a disadvantage for promotion.

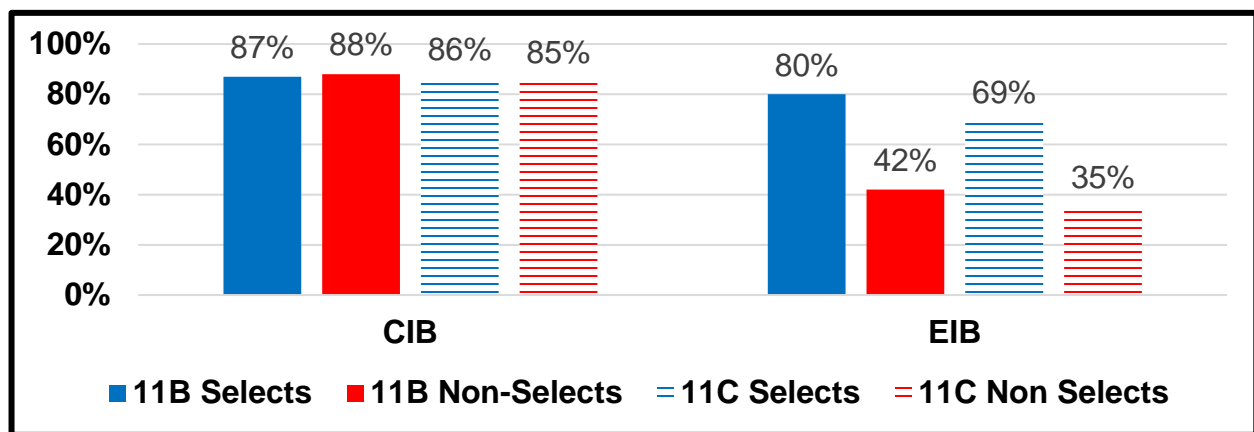


Table 11: CIB / EIB Data

j. Service and Key Assignment Data:

i. Time in Grade / Service Data:

ii. MOS 11B Soldiers selected had less time in service and time in grade than the non-selects. This is due to the influence the selection rates of NCOs serving in the 75th Ranger Regiment have on the CMF as a whole

iii. An Infantryman's best chances for selection remain in the secondary zone or their first look in the primary zone. CMF 11 Soldiers see significantly lower selection rates as they drop farther into the primary zone.

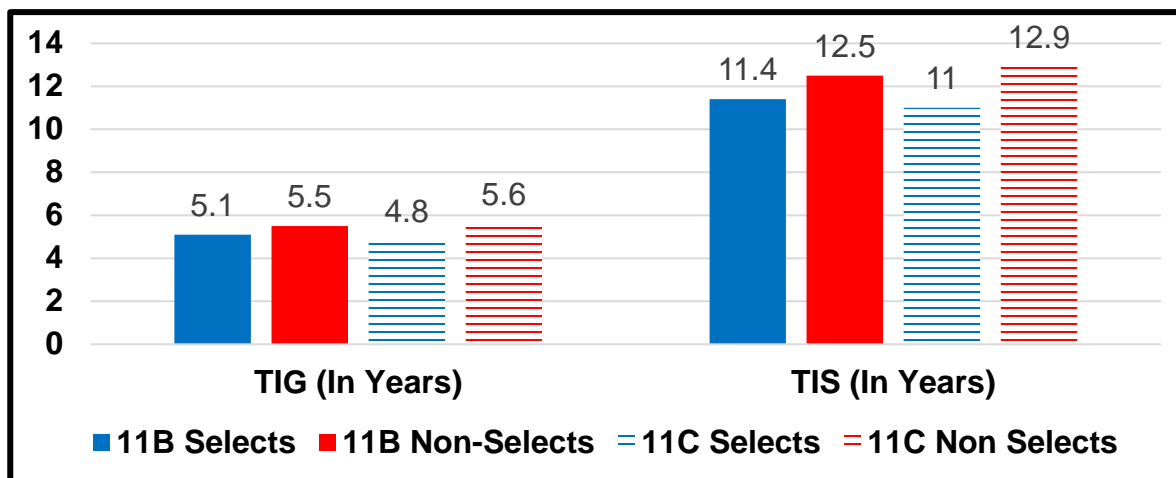


Table 12: Time in Grade (TIG) / Time in Service (TIS)

k. Key Developmental and Combat Service Data:

i. Assignment in the key operational assignments for MOS 11B (Rifle Squad Leader) remain above the proponent recommended threshold (24 months).

ii. Service during Combat Operations was not a key indicator for selection. Combat Service remains similar between the select and non-select populations as well as between MOS's. The Average Infantry SSG has spent 20.4% of his career in a combat deployed status. Combat Service time for both MOS 11B and 11C dropped compared to FY16 reflecting a reduction in combat deployments across the force.

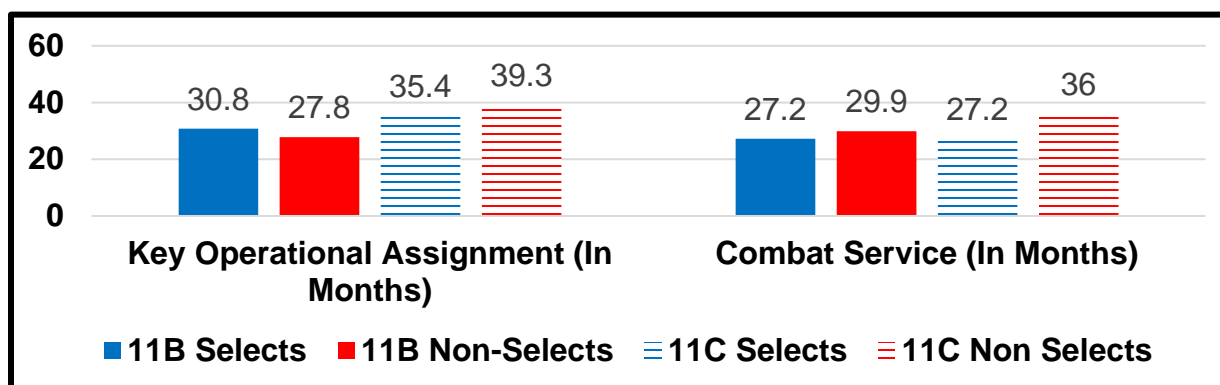


Table 13: Key Operational Assignments / Combat Service Data

l. APFT Data: The average APFT score for the MOS 11B select population was approximately 25 points higher than the non-selects. In MOS 11C the difference was less, (~18 points) and the average scores were lower than MOS 11B.

	Average APFT	270 or higher	300
11B Selects	281	84%	14%
11B Non-Selects	256	42%	4%
11C Selects	270	61%	9.5%
11C Non-Selects	252	38%	5%

Table 14: APFT Data

m. Civilian Education: Civilian education did not appear to be a factor in selection.

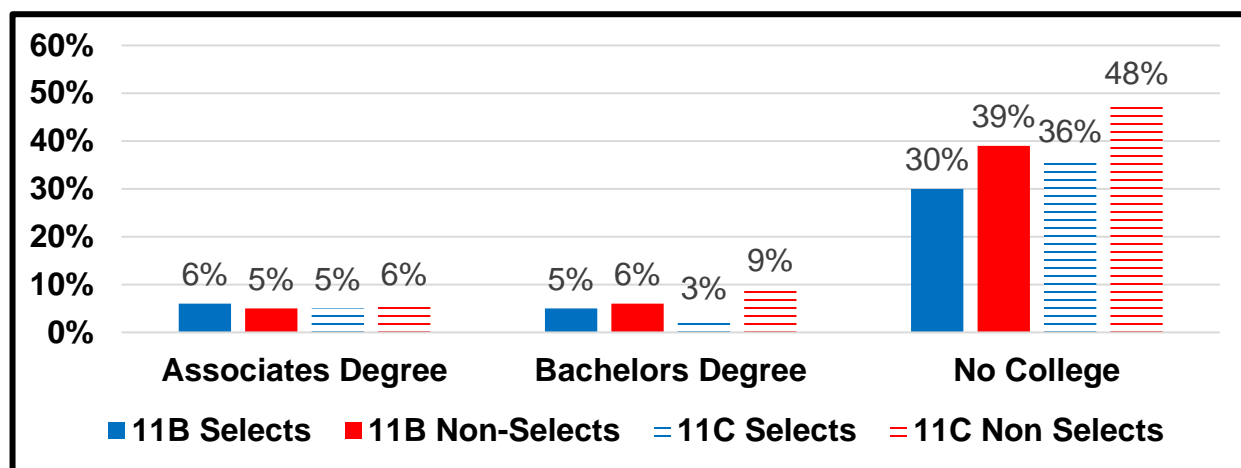


Table 15: Civilian Education

5. Analysis of NCOER/DA1059 Data: Infantry Branch collected data on several categories of performance as indicated on the DA Form 2166-9-2 (NCO Evaluation Report) and DA Form 1059 (Service School Academic Evaluation Report). They reviewed only those NCOERs on the DA Form 2166-9-2 and not the DA Form 2166-8. They looked at the last three NCOERs and the last DA Form 1059 and pulled data only from those documents. The categories analyzed were Rater Overall Performance, Senior Rater Overall Potential (including the Comments) and Performance Summary.

a. Rater Data: Table 16 shows the overall performance rating as indicated by the Rater on the DA Form 2166-9-2. This data indicates that those who simply met the standard or did not meet the standard were selected at a very low rate and that the majority of those who far exceeded the standard were among the selected population.

	Far Exceeded Standard	Exceeded Standard	Met Standard	Did Not Meet Standard
CMF11 Select	36%	55%	8%	0%
CMF11 Non Select	13%	56%	31%	1%

Table 16: Rater Overall Performance

b. Senior Rater Data: Table 17 shows the overall potential rating as indicated by the Senior Rater on the DA Form 2166-9-2. This data is reinforced by the data on Table 16 and shows very similar trends. That is to say that those Soldiers who were simply qualified were selected at very low rates and the majority of those who were most qualified were among the selected population.

	Most Qualified	Highly Qualified	Qualified	Not Qualified
CMF11 Select	26%	68%	6%	0%
CMF11 Non Select	8%	64%	27%	1%

Table 17: Senior Rater Overall Potential

c. Senior Rater Scoring Data: Table 18 shows a breakdown of Senior Rater narrative comments as scored IAW the rubric example on Table 17. The rubric example was used to measure the strength of the Senior Rater narratives.

	Very Strong	Strong	Average	Weak
CMF11 Select	42%	34%	20%	4%
CMF11 Non Select	13%	32%	39%	15%

Table 18: NCOER Senior Rater Scoring Data (See NCOER Scoring Rubric below)

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Senior Rater Block Check		NCOER Scoring Rubric	
Very Strong	MQ	SUPERIOR – Superior potential. Top few. Narrative having superior enumeration equaling the best (#1) NCO or top 5% of NCOs in the S/R population/service. <ul style="list-style-type: none"> - "the #1 of 5 SFCs I senior rate" - "the best SFC in the Battalion" - "my #1 selection for promotion to MSG, future CSM" - "top 5% of all NCOs I have served with" 	
	MQ	OUTSTANDING – Outstanding potential. Narrative having outstanding enumeration within the top 15% of NCOs in the S/R population/service. This would be the #2 NCO or numerically greater depending of the depth of the S/R profile. <ul style="list-style-type: none"> - "ranks #2 of 10 SFCs I senior rate" - "the #3 of 16 SFC I senior rate" - "in the top 10% of all NCOs I have served with" - "promote now or immediately" 	
	HQ *	SUPERIOR – Superior potential. Narrative having superior enumeration equaling the best (#1) NCO or top 5% of NCOs in the S/R population/service. S/R must have an "immature" profile (Population of 4 or less). <ul style="list-style-type: none"> - "the #1 of 3 SFCs I senior rate" - "the best SFC in the Company" - "top 5% of all NCOs I have served with" - "my #1 selection for promotion to MSG, future CSM" 	
Strong	HQ	OUTSTANDING – Outstanding potential. Narrative having outstanding enumeration within the top 20% of NCOs in the S/R population/service. <ul style="list-style-type: none"> - "ranks 2 out of 10 SFCs I senior rate" - "ranks 3 out of 20 SFCs I senior rate" - "top 20% of all NCOs I have served with" - "promote to MSG now and assign as a 1SG now" 	
Average	HQ	GOOD – Good potential. Narrative having good enumeration equaling the top third , or 21% - 33% of NCOs in the S/R population/service. <ul style="list-style-type: none"> - "the #3 of 10 SFC I senior rate" - "in the top third of SFCs I senior rate" - "rates in the top 25% of NCOs I rated in 15 years" - "promote to MSG with peers" 	
	HQ/Q	AVERAGE - Average potential. Narrative having average enumeration equaling the top half , or 34% -50% of NCOs in the S/R population/service. <ul style="list-style-type: none"> - "the #6 of 10 SFCs I senior rate" - "in the top half of the NCOs I senior rate in this grade" - "promote with peers and send to MLC when eligible" - "ranks in the top 40% of SFCs I have ever served with" 	
Weak	Q / NQ	WEAK – Weak potential. This narrative has no enumeration or enumerations equaling greater than 51% of the S/R population/service. To include, narratives that have negative comments that indicate Do Not Promote/Not Qualified . <ul style="list-style-type: none"> - "#5 of 5 SFCs I senior rate" - "performs tasks with minimal supervision" - "Do Not Promote" - "needs further mentorship in current grade" 	

Table 19: NCOER Scoring Rubric Example

d. DA 1059 Performance Summary: Table 20 simply shows the performance summary given to a Soldier as indicated on the DA Form 1059. The only 1059's that were reviewed was the Soldiers ALC record. If the Soldier already attended MSLC then that 1059 was reviewed instead of ALC.

	Exceeded Course Standards	Achieved Course Standards	Marginally Achieved Standards	No 1059 for Last ALC or MSLC
CMF11 Select	27%	71%	1%	1%
CMF11 Non Select	12%	85%	1%	1%

Table 20: NCOES Performance Summary

e. Selected Soldier Senior Rater Data Comparison: Table 21 was included to show a visual comparison between 11B Non-Ranger/Non-Master Gunners, Rangers, Master Gunners, and 11C's. The table indicates a relatively consistent rate of selection between the four groups based on Senior Rater potential.

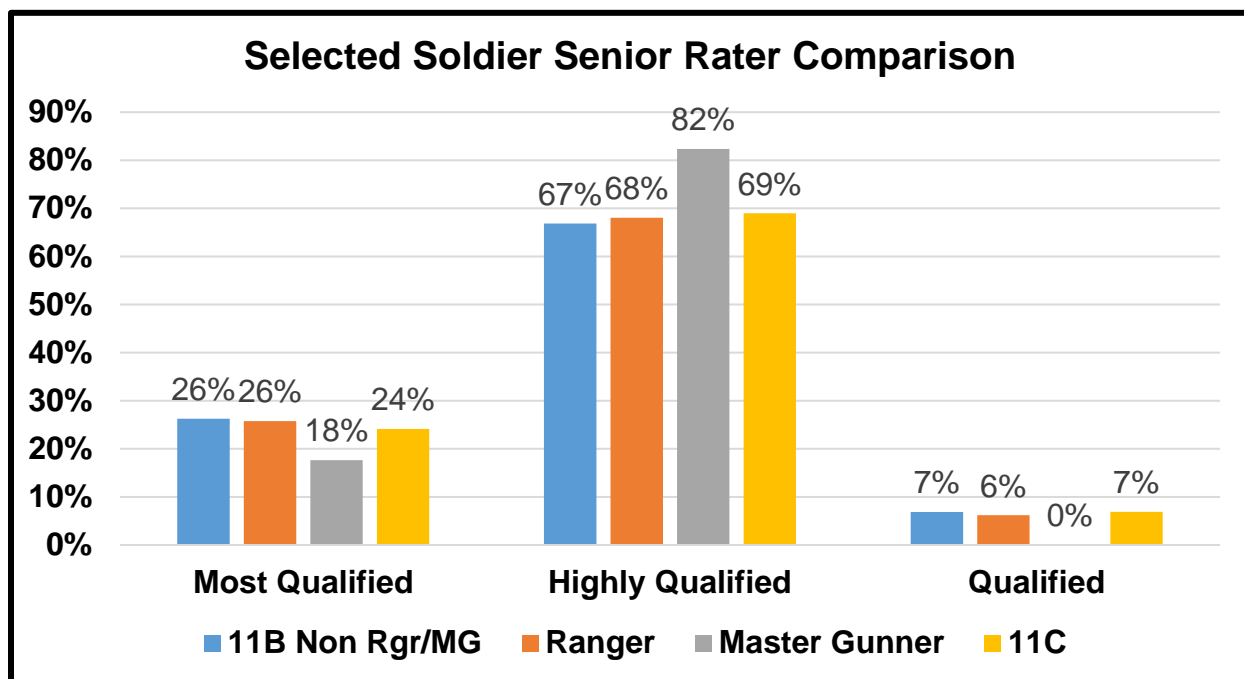


Table 21: Selected Soldier Senior Rater Comparison

f. Performance and Potential Data Summary: The above data shows that that Soldiers who received NCOERs indicating their performance far exceeded the standard and whose potential was seen as most qualified were significantly more likely to be selected than those who simply met the standard and were qualified. Additionally, Senior Rater narratives that were scored as being very strong made up nearly half of the NCOERs reviewed from the selected population. While exceeding the standard on NCOES performance was more than double in the selected population, marginal or missing 1059's were roughly the same in both populations. As an additional note, nearly 1% of the non-selected population contained an NCOER with derogatory information in it.

6. DA Photo: Infantry Branch reviewed and categorized DA Photos from both the selected and non-selected population. They looked at three categories during the photograph review; when the photo was taken, the quality/standard of the photo, and the appearance of the Soldier (i.e. did the Soldier give an overweight appearance). The rubric in Table 22 is the example rubric used to measure the quality of the DA Photo.

<p>DA Photo-</p> <p>Exceeds Standards:</p> <ul style="list-style-type: none"> • Current rank • Photo within 1 year • No questions or mistakes • Army poster worthy <p>Meets Standards:</p> <ul style="list-style-type: none"> • Current rank • Photo within 5 years • Questions about uniform or height and weight <p>Below Standard:</p> <ul style="list-style-type: none"> • Rank not current • Photo greater than 5 years • Glaring, obvious errors IAW DA Pam 670-1

Table 22: DA Photo Quality

a. Photo Quality Data: Table 23 shows the data collected on the quality/standard of the DA Photo. The data shows a similar trend line as the NCOER which is that the selected population had a significantly higher number of photos that were determined to exceed the standard and a significantly lower number of photos that were considered to be below the standard. Additionally, 89% of the selected population had a DA Photo taken within 12 months prior to the promotion board compared to just 55% of the non-selected population. Although subjective, roughly 15% of the non-selected population's photos were determined to have presented an overweight appearance compared to 7% of the selected population.

	Exceeded Standard	Meet Standard	Below Standard	No Photo
CMF11 Select	28%	63%	9%	0%
CMF11 Non Select	7%	61%	15%	17%

Table 23: DA Photo Standards Review

7. Non-Select Characteristics: These characteristics remain constant across FYs and all Infantry CMF Senior Promotion Boards:

a. Lack of rated time in key proponent directed positions (i.e. Rifle Squad Leader/Section Leader/Mortar Section/Squad Leader) compared to their peers. The proponent recommends a minimum of 24 months in these positions however, promotion boards continue to select individuals who have significantly more.

b. Low APFT score

c. DA Photo Missing or inaccurate

d. Attendance at few Military Training Courses

e. Possession of few or no SQIs / ASIs

f. NCOERs contain unsupported comments: Excellent and Needs Improvement¹

g. NCOERs contain inconsistent rater/ senior rater assessment of performance and potential

h. Missing NCOER's

i. Incomplete, Inaccurate, or Missing ERB Data

j. Missing/outdated photographs

k. Significant Height and Weight fluctuations

8. POCs: Please direct all inquiries to:

a. Commandant, U.S. Army Infantry School, ATTN ATSH-IP (Mr Fox), 1 Karker Street, Fort Benning, GA 31905, or Commercial (706) 545-8791, Defense Switched Network: 835-8791.

b. Commander, US Army Human Resources Command, ATTN: AHRC-EPA-I (LTC Kurtzman), 1600 Spearhead Division Ave Fort Knox, KY 40121, or Commercial (502) 613-4878, Defense Switched Network: 983-4847

AUTHENTICATED BY
G. Fox and LTC J. Kurtzman

¹ Data points in 5.f. through 5.j. were from Official Board AAR.