



DEPARTMENT OF THE ARMY
U.S. ARMY HUMAN RESOURCES COMMAND
1600 SPEARHEAD DIVISION AVENUE
FORT KNOX, KY 40122-5300

AHRC-EPA-I

27 JUN 2017

MEMORANDUM FOR RECORD

SUBJECT: Career Management Field (CMF) 11 Analysis of the FY-17 MSG Centralized Promotion Selection Board.

1. Purpose. To provide the Soldiers of the Infantry Branch (CMF-11) statistics from the Fiscal Year 2017 (FY17) Master Sergeant (MSG) Centralized Promotion Board.
2. Executive Summary. HRC Infantry Branch team conducted a combined analysis with the Infantry Proponent (Office of the Chief of Infantry) to consolidate data regarding the eligible and selected populations in an effort to inform the force of what the board may have considered in its selection of NCOs for promotion, and to inform the force of trends that leaders and soldiers can impact in the pursuit of a more professional, capable, and lethal Infantry Force.
3. General Information. The following statistics were compiled for CMF-11 with percentages based on 2039 Sergeants First Class (SFC) considered for promotion to MSG. The FY17 MSG Selection Board identified 436 out of 2039 eligible SFCs for promotion to MSG resulting in an 21.3% selection rate. The Army overall selection rate was 19.5% based on 17432 considered and 3402 selected.

	Primary Zone (2017) DOR > 2 MAR 2014			Secondary Zone (2017) DOR 3 MAR 2014 to 8 FEB 2015		
	Eligible	Selected	Rate	Eligible	Selected	Rate
CMF 11	1905	423	22.2%	134	13	9.8%
MOS 11B	1723	377	21.9%	120	11	9.1%
MOS 11C	182	46	25.2%	14	2	14.2%

TABLE 1. 2017 PZ and SZ Population Data

4. Comparison of previous year selection rate: In FY-16 the CMF had an overall selection rate of 10.1% with 225 selected of 2222 considered. One remarkable data-point is the significant decrease in fully eligible NCOs in the Secondary Zone in FY-17 compared to the large numbers eligible in FY-16. This may be an indicator that NCOs in the Secondary zone were not complete with SSD courses prior to the commencement of the board in FY-17. The RATE of selection of NCOs in the Secondary zone did not change significantly from FY-16 to FY-17.

	Primary Zone (2016) DOR > 11 FEB 2012 2014			Secondary Zone (2016) DOR 12 FEB 2012 to 2 MAR 2014		
	Eligible	Selected	Rate	Eligible	Selected	Rate
CMF 11	1374	126	9.2%	848	99	11.7%
MOS 11B	1242	112	9.0%	764	92	12.0%
MOS 11C	132	14	10.6%	84	7	8.3%

TABLE 2. 2016 PZ and SZ Population Data

a. For FY17 there was an *increase* in the selection rate by 8.7%. Selection percentage is determined by force structure and grade-plate requirements, as structure and future requirements change so will promotion rates. A higher or lower promotion rate from one year to another year does not equate to an indicator of the overall quality of Soldiers in a given CMF for a given year.

5. The average Time in Service (TIS) was 15.2 years. MOS 11B was 15.2 years and MOS 11C was 15 years. The greatest time in service among the selects was 21.3 years and the least was 11.2 years.

6. The average Time in Grade (TIG) was 4.8 years. MOS 11B averaged 4.8 years and 11C was 5.1 years. The greatest time in grade among the selects was 10.7 years and the least was 2 years. This means that SFC in the population absolutely have time in their career path to execute Key and Developmental leadership positions for 24 months as well as 24 months or more of broadening assignments as a hard-stripe SFC in either order without detriment to their careers IAW DA PAM 600-25.

7. Selectee Characteristics: Tables 3 and 4 compare the selection rate of individuals by specific Occupational Identifiers. Green highlight indicates there is a significantly larger number of Soldiers with the specific identifier in the selected population versus the considered population. It should be noted by the field that the achievement of graduating from Ranger School significantly improves an NCO's chances of being promoted to Master Sergeant in the Infantry. For ASIs, the general conclusion should be made that more military schools are better than none, and ASI producing schools are developmental for NCOs to gain skills and experience and likely indicate a more "promotable" NCO.

SPECIAL QUALIFICATION IDENTIFIER (SQI)	MOS	CONSIDERED	SELECTED	RATE
U 75TH RANGER REG LDR	11B	58	33	56.8%
	11C	2	1	50%
V RANGER-PARACHUTIST (NON- SQI U)	11B	291	121	41.5%
	11C	17	9	52.9%
G RANGER	11B	14	7	50%
	11C	0	0	0%
M FIRST SERGEANT	11B	30	6	20%
	11C	2	1	50%
X DRILL SERGEANT X DRILL SERGEANT	11B	594	99	16.6%
	11C	96	24	25%
4 NON-CAREER RECRUITER	11B	235	48	20.4%
	11C	22	5	22.7%
8 INSTRUCTOR (NON-RANGER INSTRUCTOR)	11B	980	154	15.7%
	11C	122	21	17.2%
P PARACHUTIST (NON-SQI U OR V)	11B	751	151	20.1%
	11C	99	21	21.2
NO IDENTIFIER	11B	153	29	18.9%
	11C	7	1	14.2

TABLE 3: SQI Analysis.

b. Additional Skill Identifiers:

ADDITIONAL SKILL IDENTIFIER (ASI)	MOS	CONSIDERED	SELECTED	PERCENTAGE
2B AIR ASSAULT	11B	812	201	24.7%
	11C	63	26	41.2%
5W JUMPMaster	11B	363	138	38%
	11C	38	14	36.8%
F7 PATHFINDER	11B	379	121	31.9%
	11C	44	15	34%
B4 SNIPER	11B	123	31	25.2%
	11C	1	0	0%
B1 IMLC	11B/11C	10	3	30%
	11C	127	36	28.3%
2S BATTLE STAFF OPS NCO	11B	422	84	19.9%
	11C	37	10	27%
J3 BFV SYS MASTER GUNNER	11B	117	19	16.2
	11C	1	0	0%
No ASI	11B	201	22	10.9%
	11C	12	0	0%

TABLE 4. ASI Analysis

Note: A significant number of Ranger qualified NCOs are also Air Assault, Jumpmaster, and Pathfinder qualified. When the Ranger population is removed from the analysis, none of these ASI had a significant impact on selection.

8. Key Leadership Positions including Operating, Generating, and Broadening assignments. Selection for special duty assignments and CMF specific experiences contribute to the leader development process and meet the needs of the Army through the various functions of FORSCOM to “train and prepare a combat ready, globally responsive Total Force in order to build and sustain readiness to meet Combatant Command requirements”, while TRADOC has the mission to, “*Design, Acquire, and Build the future Army, and to constantly Improve it.*” Leaders of Infantry soldiers should realize that more than half of the E7 authorized positions reside in the generating force and many are 100% directed fill positions, so the unit of assignment is not always, nor usually a soldier – controlled aspect of one’s career.

a. Tables 5 thru 7 show the selection rates within the Operational Forces. Of note the ratio of selected NCOs in the Operational force is directly proportional to the number eligible. 33% of the eligible population resides in the Operational Force, and 35% of the selectees also reside in the Operational Force. Of note, Airborne IBCTs trended with a higher promotion rate than other types of BCTs. This may be a result of several factors, not all of which are known, but some of

which may be: composition of the board, the propensity for Airborne units to send Soldiers to ASI/SQI producing schools, the propensity for Airborne volunteers to further volunteer for career enhancing opportunities, the TIG of soldiers in ABN units, or other unknown qualities not represented in this statistical analysis. This trend is somewhat re-enforced by the FY-16 and FY-15 MSG board results where the 82d ABN DIV was in the top 3 of divisions for CMF-11 MSG promotions, and it was in the Top 4 divisions for selection rate in FY-14. Other divisions that trend with high promotion rates over the last 4 years are the 101st ABN DIV, and 25th ID.

UNIT TYPE	CONSIDERED	SELECTED	RATE
CMF TOTAL	2039	436	21.4%
75TH RANGER	19	14	73.60%
82ND ABN	72	24	33.30%
7TH ID	46	14	30.40%
101ST AASLT	72	19	26.30%
25TH ID	52	12	23%
1ST ID	28	6	21.40%
3RD ID	57	12	21%
4TH ID	75	15	20%
10TH MTN	90	17	18.80%
1ST CD	32	6	18.70%
EAB	71	11	15.40%
1ST AD	51	5	9.80%

TABLE 5: Selection Rates by Division

OPERATING FORCE	CONSIDERED POPULATION	SELECTED POPULATION	PERCENTAGE
CMF TOTAL	2039	436	21.4%
IBCT (ABN)	117	42	35.8%
SBCT	169	29	17.10%
ABCT	136	29	21.30%
IBCT	269	55	20.40%
TOG	20	4	20%

TABLE 6: CMF 11 Operating Force by Type of Unit

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TYPE	BRIGADE	CONSIDERED	SELECTED	RATE
	CMF TOTAL	2039	436	21.4%
IBCT(A)	173RD ABN BDE	27	12	44.40%
IBCT(A)	4TH BDE, 25TH INF DIV	18	8	44.40%
IBCT(A)	3RD BDE, 82ND ABN DIV	20	8	40%
IBCT	2ND BDE, 101ST ABN DIV	25	10	40%
IBCT	2ND BDE, 10TH MTN DIV	29	10	34.40%
IBCT(A)	2ND BDE, 82ND ABN DIV	28	9	32.10%
SBCT	1ST BDE, 2ND INF DIV	25	8	32%
IBCT	2ND BDE, 3RD INF DIV	41	12	29.20%
IBCT(A)	1ST BDE, 82ND ABN DIV	24	7	29.10%
SBCT	2ND BDE, 2ND INF DIV	21	6	28.50%
ABCT	2ND BDE, 1ST CAV DIV	7	2	28.50%
IBCT	3RD BDE, 101ST ABN DIV	18	5	27.70%
ABCT	3RD BDE, 4TH INF DIV	12	3	25%
IBCT	3RD BDE, 25TH INF DIV	21	5	23.80%
ABCT	1ST BDE, 1ST CAV DIV	13	3	23%
IBCT	2ND BDE, 25TH INF DIV	31	7	22.50%
ABCT	1ST BDE, 1ST INF DIV	18	4	22.20%
SBCT	1ST BDE, 4TH INF DIV	24	5	20.80%
ABCT	2ND BDE, 1ST INF DIV	10	2	20%
IBCT	2ND BDE, 4TH INF DIV	39	7	17.90%
IBCT	1ST BDE, 10TH MTN DIV	29	4	13.70%
IBCT	1ST BDE, 101ST ABN DIV	29	4	13.70%
SBCT	1ST BDE, 25TH INF DIV	22	3	13.60%
ABCT	2ND BDE, 1ST AR DIV	9	1	11.10%
SBCT	1ST BDE, 1ST AR DIV	28	3	10.70%
IBCT	3RD BDE, 10TH MTN DIV	32	3	9.30%
SBCT	2ND CAVALRY REG	23	2	8.60%
ABCT	3RD BDE, 1ST CAV DIV	12	1	8.30%

SBCT	3RD CAVALRY REGT	26	2	7.60%
ABCT	3RD BDE, 1ST AR DIV	14	1	7.10%
ABCT	1ST BDE, 3RD INF DIV	13	0	0%

Table 7: Operating Force by BCT

b. The following Table shows the selection rates of various units within the Generating Force. These numbers reflect the fact that 50% of those considered for promotion were serving in the generating units, and 50% of those selected came from these units and at an overall rate consistent with the average for the Branch (21.4%). ROTC routinely has an above average promotion rate in this category, likely due to the significant pre-screening and selection criteria applied to NCOs prior to their assignment in Cadet Command.

UNIT	CONSIDERED	SELECTED	RATE
CMF TOTAL	2039	436	21.4%
USA MIL ACADEMY	11	6	54.50%
DRILL SERGEANT (FLMO)	6	2	33.30%
NCO ACADEMIES	28	9	32.10%
198TH INF BDE	35	11	31.40%
199TH INF BDE	47	14	29.80%
ASYMMETRIC WARFARE GROUP	25	7	28.00%
ARTB (- 1/507TH)	94	24	25.50%
CADET COMMAND	206	52	25.20%
JMRC/JRTC/NTC	129	30	23.30%
DRILL SERGEANT (FSOK)	13	3	23%
196TH INFANTRY BRIGADE	9	2	22.20%
HHC MCOE	18	3	16.70%
1/507TH	6	1	16.60%
ARMY MATERIEL COMMAND	20	3	15.00%
VICTORY TRAINING BDE (BASIC)	20	3	15.00%
316TH CAVALRY REGIMENT	51	7	13.70%
A TEC	8	1	12.50%
FIRST ARMY (ACRC)	128	16	12.50%
DRILL SERGEANT (FBGA)	27	3	11%
DRILL SERGEANT (FJSC)	36	4	11%
RECRUITING	20	1	5.00%

AMU	11	0	0.00%
CAC	1	0	0.00%
WHINSEC	8	0	0.00%
WTU CADRE	14	0	0.00%

Table 8: Generating Force by Brigade or Higher Unit

9. General Comments and Observations: The following statements are related to the average characteristics of the selectees.

a. The average rated Platoon Sergeant (PSG) time was 28.4 months. NCOs who were eligible for the board based on their TIS/TIG, may not have been competitive due to not completing at least 24 months of Platoon Sergeant time IAW DA PAM 600-25.

b. 96.1% had earned their Expert Infantryman Badge (EIB).

c. 98.1% had received the Combat Infantryman Badge. No significant change over the previous years.

d. The average time deployed in support of combat operations of selectees was nearly unchanged with an average of 34.3 months (compared to 34.8 in FY16).

e. The average APFT score was 284 with 87.3% scoring above 270 and 16.2% scoring a 300.

f. 80% of those selected had some college with an average of 60 college credits.

(1) 15.5% of the SFCs selected for promotion had an earned an Associate Degree.

(2) 8.4% had earned a Bachelor Degree.

(3) 1% had earned a Master's Degree.

(4) The actual number of Infantrymen who completed degrees increased slightly, however there is no evidence to suggest that degree completion is a selection factor. Proponent guidance states that a MSG should have completed a minimum of 30 semester hours.

g. 98.1% graduated from either Bradley Master Gunner, Battle Staff NCO or the Ranger Course.

h. SFCs successfully (as documented through NCOERs) serving in positions above their current grade continue to be selected above the average rate. 25.2% of selectees served and received NCOERs in MSG/1SG positions.

- i. 28.2% of selectees served as or were serving as Drill Sergeants.

10. NON-SELECTS: The following characteristics were common among the non-select populations:

- a. Height and Weight exceeding AR 600-9 Standards.
- b. Low APFT Scores or missing APFT data.
- c. Less than 24 months PSG Time.
- d. No EIB.
- e. Incomplete or erroneous ERBs.
- f. Significant amount of time spent out of Primary MOS.
- g. Missing or outdated DA Photo

11. Performance: Infantry Branch analyzed two major categories of the 2309 eligible NCOs – First we analyzed the entire Master Gunner population consisting of 136 NCOs considered, of which 19 were selected for promotion, a rate of over 16% which is slightly below the Army and Infantry Average. Next we analyzed the entire population of Ranger Qualified NCOs who were non-selected consisting of 201 files, and we analyzed 50 of the 165 Ranger Qualified NCOs who were selected. Those results are below:

a. *“Senior rater comments by company grade officers were often unclear and sent a confusing message to board members. Additionally, strong rater comments along with a “Most Qualified” senior rater check were sometimes accompanied by senior rater comments with no enumeration. Furthermore, company grade senior raters used a mix of percentages and enumerations that were not congruent or aligned with their senior rater population which sent an ambiguous message to the board as to where the rated NCOs actually stood amongst their peers.”*

b. The above statement was taken from the “Field After Action Report - Fiscal Year 2017 (FY17)” memorandum published by the Secretariat for Department of the Army Selection Boards. The statement perfectly sums up our findings of the Senior Rater comments reviewed from both the selected and non-selected population of 11B J3s.

c. The majority of the J3 population had some form of enumeration in the Senior Rater comment with only 5% of evaluations containing no enumeration at all to include all non-select files. Examples of clearly enumerated Senior Rater comments are “SFC XXXXX ranks number 1 of 6 SFCs I Senior Rate,” or “SFC XXXXX ranks #1 of 3 Platoon Sergeants in my Company.” In contrast a clear Senior Rater comment that puts an NCO at risk for promotion would be similar to “Promote to Master Sergeant with peers, program for Master Leader’s Course and

consider for assignment as a First Sergeant.” Both types of evaluations are required to accurately and honestly inform the board of who is recommended for promotion and which NCOs should remain in their current grade. Additionally we saw numerous cases of unclear or ambiguous Senior Rater comments that probably cloud the performance of those in the middle of the peer group because not every NCO actually is a top 25% performer. The chart below shows a rollup of Senior Rater data of the J3 population and includes a breakdown by selected and non-selected.

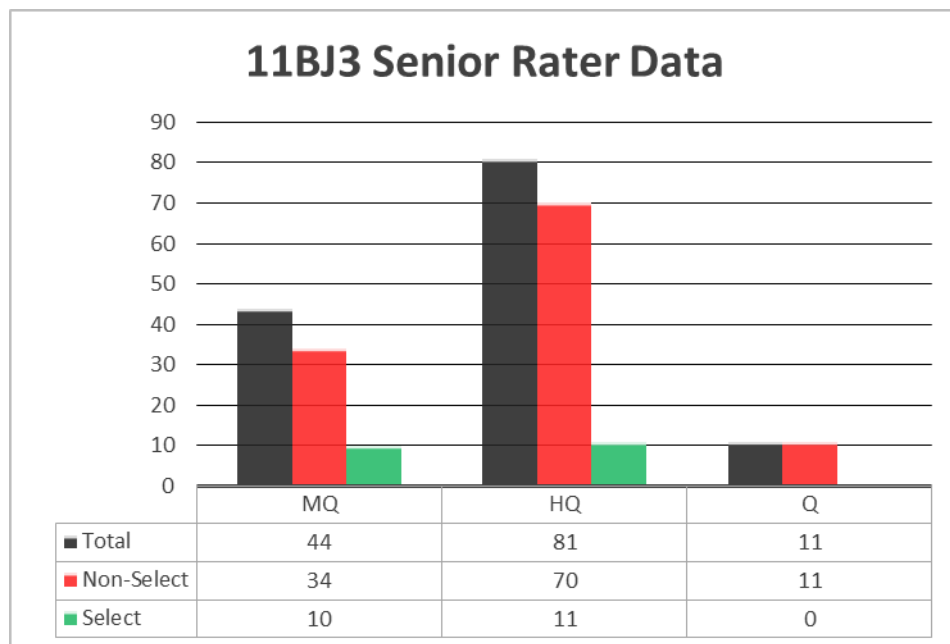


Table 9: J3 Senior Rater Data from the most recent NCOER (New format).

d. Table 9 shows that no J3 qualified NCOs who receive a “Qualified” (Q) rating were selected by the board for promotion – this is a positive trend. Additionally, this chart indicates a general inflation of evaluations towards the Most Qualified (MQ) or Highly Qualified (HQ) rating – this is a negative trend. In a perfect, normal distribution, based on the requirement that no more than 24% of Senior Rater block checks can be MQ, we expect 24% of the ratings to fall in the MQ section, 50% of the ratings to fall in the HQ rating, with an additional 25% in the Qualified rating area. The 1% remaining should receive a “NOT QUALIFIED” rating and likely not to be retained on Active duty. In the case of the J3 qualified NCOs, 32% of the ratings were MQ, 60% were HQ, and 8% were Q. For the entire population, we found the numbers more inflated towards HQ, with a distribution of 25% MQ, 68% HQ, 7% Q, and 1% NQ. This further supports the fact that Senior Raters are inflating ratings and not accurately utilizing the “Qualified” rating, which creates difficulty for the selection boards to determine which NCOs of the Highly Qualified actually deserve to be promoted. Another interesting fact along this line is that of the 170 x Most Qualified checked NCOERs, only 82 of those NCOs were selected for promotion, while 88 MQ Block Checked NCOERs belonged to NCOs who were “non-selected.” Infantry Branch strongly recommends that a forced distribution of 24% in the Qualified block

check would help to keep the distribution of ratings more accurate to what exists on the ground for any given population. This change to the rating system would provide more emphasis on the Highly Qualified as an above-average rating, and would further clarify the Senior Rater's intentions with regard to the rated population without the use of flowery language or nuanced wording that is not universally understood by raters and rated Soldiers.

e. The Ranger Training Brigade LNO desk focused on screening both Ranger qualified selectee and non-selectees' Department of the Army official photograph (DA Photo), last five Noncommissioned Officer Evaluation Reports (NCOER), and Academic Evaluation Reports (AER). The purpose of this screening was to provide the CMF with an unbiased accurate view of the quality of performance in correlation to selection or non-selection for promotion. The data gathered will also assist Professional Development Noncommissioned Officers (PDNCO) within Infantry Branch determine assignment eligibility, necessity, and allow Infantry Branch to accurately advise Soldiers on professional development gates to ensure they are professionally developed and branch qualified to fill assignments based on Current Army Manning Guidance, the needs of the service member professionally, and lastly the service member's personal preference.

f. DA PHOTOS:

(1). Non-Select DA photos had several trends. The most evident was Soldiers not having fresh haircuts, or wearing a hairstyle that was faddish in nature, and non-compliant with AR 670-1. Furthermore, the vast majority of this population did not appear to have clean-shaven faces. It appeared that the photos were taken late in the afternoon after shaving early in the morning. The next trend identified for non-selects was Soldiers not appearing to be in compliance with height and weight standards outlined in AR 600-9. To the observer, this places doubt in the Soldier's recorded height and weight annotated on their most recent NCOER. Another significant trend identified was uniforms that appeared wrinkled, or did not fit the Soldier properly. Many of the screened personnel had uniform jackets that were too big and appeared baggy. The last significant trend identified was proper placement of uniform awards, decorations or apparatuses. On more than 50% of the non-select photos, special skill badges and tabs located on the pocket flap were not properly spaced. Furthermore, the Combat Infantry Badge/Expert Infantry Badge appeared crooked or canted in comparison with the ribbons.

(2). Selected NCO DA Photos had fresh haircuts that clearly met or exceeded the standards outlined in AR 670-1. Photo quality such as lighting, positioning, and posture were exceptional in the majority of the photos of those selected for promotion. Uniform discrepancies or violations of AR 670-1 were near non-existent. Nearly all of the Ranger qualified Soldiers selected for promotion appeared to present a professional military appearance. Their uniforms fit properly, and were generally free of error or discrepancies.

g. Ranger NCOERs: The NCOER still remains the most valuable asset to board members in selecting the most qualified Soldiers for promotion. An alarming trend was identified during this analysis, where raters and senior raters inflated their comments and box checks on

the DA 2166-9-2, primarily where the senior rater used the Highly Qualified block check. The overwhelming majority of Ranger qualified Soldiers eligible for promotion received an evaluation on the new form with a rating of Exceeded the Standard and Highly Qualified. Although many who were selected for promotion to MSG had excellent and substantiated comments from both their raters and senior raters, those not selected were near opposite.

h. There were very few “Qualified” and “Met Standard” block checks on NCOERs in both select and non-select populations. It is important for rating chains to understand that inflating box checks does nothing for the rated Soldier which was clearly evident in the results of the promotion board. Furthermore, an Exceeded Standard/Highly Qualified NCOER that was well written and properly enumerated proved more successful on the board than a Far Exceeded the Standard/Most Qualified NCOER whose comments did not support the block check or lacked enumeration.

i. It was incredibly difficult to decipher NCOs who were selected for promotion versus those who weren't selected by solely looking at the DA 2166-8 NCOERs because there were MQ NCOERs for many of those who were not selected and most NCOERs as noted above fell into the HQ range with few if any in the Q. It is vital that throughout the CMF, we don't turn exceeded standard / highly qualified into the new blanket “1/1 Among the Best” of the past. Eventually, this inflating practice will have negative effects on deserving NCOs who should be promoted. The rating chain needs to paint a clear picture for board members of their top, middle and low performers. Met standard and qualified ratings are satisfactory NCOER's and result in no negative consequences regarding continued service in the current grade – unless a QSP process were to be implemented to down-size the Army. Eventually, the credibility of a Senior Rater's ratings will drop if everyone in the population is rated as Highly Qualified. The results of this promotion board make this statement incredibly relevant to the force.

j. Lastly, it appeared as though Academic Evaluation Reports (DA FORM 1059) from a Soldier's NCOES Schools were not weighted heavily during the board process. Ranger qualified Soldiers who were not selected for promotion and those who were, had nearly identical trends in their AERs. Both populations had missing 1059's from some point in their careers, had “Marginally Achieved” or “Failed to Achieve” Course Standards at some point in their career; the patterns were nearly identical in both the selected and non-selected populations.

11. Recommendations to the field:

a. Absolutely scrutinize every aspect of the DA Photo. Pay attention to detail to every aspect of this “hand-shake” with the board to maximize an NCO's chance for success.

b. Score as high as possible on the APFT. Scores lower than 270 do not enable promotion to MSG according to the average statistics.

c. CMF-11 Soldiers who train for, attend, and graduate the U.S. Army Ranger school raise their chances for promotion from 17% to over 40%.

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d. CMF-11 Soldiers must meet and appear to meet Army Height-Weight standards to maximize chances of promotion.

e. Raters and Senior Raters should more frequently use the “Qualified and Met-Standard” block checks to signify quality performance by an NCO that is NOT recommended for promotion. By doing so you send a clear message to the board of who NOT to select, which will make board proceedings more effective for the NCOs that we senior rate with a Highly Qualified block check. This practice will also level the expectations of your NCO population to prevent building a false hope of promotion for those whose performance has been good and valuable to the unit, but not exemplary compared to their peers.

12. The point of contact for the CMF 11 MSG Board selection analysis is LTC Corey Brunkow, Chief, EPMD Infantry Branch at corey.a.brunkow.mil@mail.mil or 502-613-5651; enduring POC for this and all Infantry Branch matters is Mr. Vincent Askew at Vincent.e.askew.civ@mail.mil or 502-613-5644. Any omissions, errors, or miss-perceptions of what the board considered or how information was weighted during this promotion board are purely speculation due to the fact that board member composition is not released, nor did board members have the opportunity to review our findings nor provide any suggestions as to what should be scrutinized or analyzed in conjunction with their voting of files. This analysis was based on factual data contained in soldier records, and our best judgement of subjective data contained in DA Photos, NCOERs, and DA1059s. The Adjutant General Directorate at HRC manages DA centralized boards through the DA Secretariat which conducts all centralized selection boards, and has a large compilation of tools and information regarding boards and board preparation on their website at <https://www.hrc.army.mil/content/Selection%20Boards>.

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