

INFORMATION PAPER
2017 Infantry Sergeants Major Training and Selection Board

ATSH-IP
December 11, 2017
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1. Purpose: To provide information on the results of the FY17 Career Management Field (CMF) 11 training and selection list to Sergeant Major (SGM).

2. Overview: The FY17 SGM Training and Selection Board convened at the DA Secretariat, Fort Knox, Kentucky on 14 August 2017, to select the best-qualified noncommissioned officers for training and selection to SGM.

3. Primary and Secondary Zone were broke down as follows:

a. Primary Zone: Date of Rank 8 September 2014 and earlier.

b. Secondary Zone: Date of Rank 9 September 2014 through 18 August 2015.

4. Summary of Selectee Characteristics:

a. The Army selected 717 Master Sergeants/1SGs for training and selection to the rank of Sergeant Major. The Army's training and selection rate was 24%. The Infantry had 318 Master Sergeants/1SGs considered and 88 selected for a 27.7% average. The average time in service (TIS) for the Infantry selectees was 18.2 years and the average time in grade (TIG) was 2.8 years.

b. There was a significantly higher selection rate for the secondary zone with the selection rate of 11.6% for the primary and 44.5% from the secondary. This may be representative of the higher percentage of Ranger qualified NCOs eligible in the secondary zone (131/155) 84.5% versus (49/163) 30%.

5. Infantry Master Sergeant/1SG Training and Selection Information:

a. The information in tables 1 thru 11 is from the Enlisted Distribution and Assignment System (EDAS), Army Human Resource System Enterprise Datastore, and the US Army 2017 SGM Considered Select List. Table 1 uses the Army selection rate as the base rate for comparison. Lines highlighted in green indicate those data elements where the selection rate was statistically¹ higher than the base rate.

(1). Table 1 illustrates the selection rates between the Army, the Infantry, and the other Operations Division CMFs. Comparison between CMFs is impractical due to the different impacts of proposed force structure changes on requirements.

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.

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Operations Division	ELIGIBLE	SELECTED	RATE
ARMY	3050	717	24%
Air Defense	49	14	28%
Armor	89	49	55%
Aviation	165	74	44%
Infantry	318	88	27%
Field Artillery	100	52	52%
Special Forces (18, 37, & 38)	333	11	3.3%

TABLE 1: Operations Division Comparison

(2). Table 2 illustrates the selection rates between the Operating and Generating Force. There were no significant differences in the selection rates of the Operating and Generating Forces.

FORCE SEGMENT	% CONSIDERED	% SELECTED
OPERATING FORCE (119)	37.4%	42%
GENERATING FORCE (199)	62.6%	58%

TABLE 2: CMF 11 Generating Force versus Operating Force

(3). Table 3 illustrates the selection rates between Operating Force types of units. There were no significant differences in selection rates between the various types of Operational Force assignments.

TYPE OF UNIT	ELIGIBLE	SELECTED	PERCENTAGE
OPERATING FORCE	119	37	31%
RANGER REGT	16	6	37%
IBCT (ABN)	9	3	33%
IBCT	26	6	23%
SBCT	30	9	30%
ABCT	19	5	26%
EAB (DIV, CORP HQs)	16	6	37%
OTHER (CTCs, TOG)	3	2	66%

TABLE 3: CMF 11 Operating Force by Type of Unit

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(4). Table 4 illustrates the selection rates between the Divisions.

DIVISION	ELIGIBLE	SELECTED	PERCENTAGE
DIVISION TOTAL	92	25	27%
1ST ARMORED DIV	9	1	11%
1ST CAVALRY DIV	6	2	33%
1ST INF DIV	4	1	25%
2ND INF DIV	3	2	66%
3RD INF DIV	9	2	22%
4TH INF DIV	9	5	55%
7TH INF DIV	11	3	27%
10TH MOUNTAIN DIV	12	2	16%
25TH INF DIV	11	2	18%
82D ABN DIV	8	3	37%
101ST ABN DIV	10	2	20%

TABLE 4: Operating Force Selection Rates by Division

(5). Table 5 illustrates Generating Force selection rates by major components. There were no significant differences in selection rates between the various types of Generating Force assignments.

Generating Force	ELIGIBLE	SELECTED	PERCENTAGE
GENERATING FORCE TOTAL	199	51	25.6%
AC/RC	10	3	30%
COMBAT TRAINING CENTERS	16	8	50%
NCO ACADEMIES	10	3	30%
ROTC	51	11	21%
TRADOC	46	11	23%
WARRIOR TRAINING UNITS	0	0	0%
OTHER (USASMA)	66	15	22%

Table 5: CMF 11 Generating Force by Major Components

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(6). Table 6 illustrates TRADOC broken down for further detailed explanation. There were no significant differences in selection rates between TRADOC units.

TRADOC	ELIGIBLE	SELECTED	PERCENTAGE
TRADOC Total	46	11	23.9%
MCOE (Minus ARTB)	13	2	15%
Infantry School (Minus ARTB)	7	2	28%
ARTB	6	3	50%
AWG	8	2	25%
Armor School	3	0	0%
IMT Fort Jackson	9	2	22%

Table 6: TRADOC Broken Down

(7). Tables 7 and 8 illustrate selection rates for Soldiers by Skill Qualification Identifiers (SQI) and Additional Skill Identifiers (ASI). Ranger qualified Soldiers continue to experience significantly higher selection rates. Although Pathfinder and Jump Master qualified Soldiers appear to have had higher selection rates when measured as part of the entire cohort, the majority of those selected were also Ranger qualified. An analysis on Pathfinder and Jumpmaster personnel that were non-Ranger qualified did not reveal a significant advantage.

SQI	CONSIDERED	SELECTED	RATE
CMF 11 TOTAL	318	88	27.7%
U 75TH RANGER REGT LDR	40	14	35%
X DRILL SERGEANT	72	12	16%
V RANGER-PARACHUTIST	135	63	46%
G RANGER	5	2	40%
(U, V, G) ALL RANGER	180	79	43%
P PARACHUTIST	253	79	31%
8 INSTRUCTOR	161	51	31%
4 NON-CAREER RECRUITER	15	2	13%
Q EQUAL OPPORTUNITY	6	0	0%
B INSPECTOR GENERAL	12	3	25%

Table 7: Special Qualification Identifiers (SQI)

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ASI	CONSIDERED	SELECTED	RATE
CMF 11 TOTAL	318	88	27.7%
F7 PATHFINDER	112	46	41%
2B AIR ASSAULT	147	42	28%
5W JUMPMASTER	143	57	39%
2S BATTLE STAFF	62	17	27%
J3 MASTER GUNNER	14	3	21%
1B/1H SHARP	9	5	55%

Table 8: Additional Skill Identifiers (ASI)

(8). Table 9 illustrates the experience history of the Selected population by BCT type.

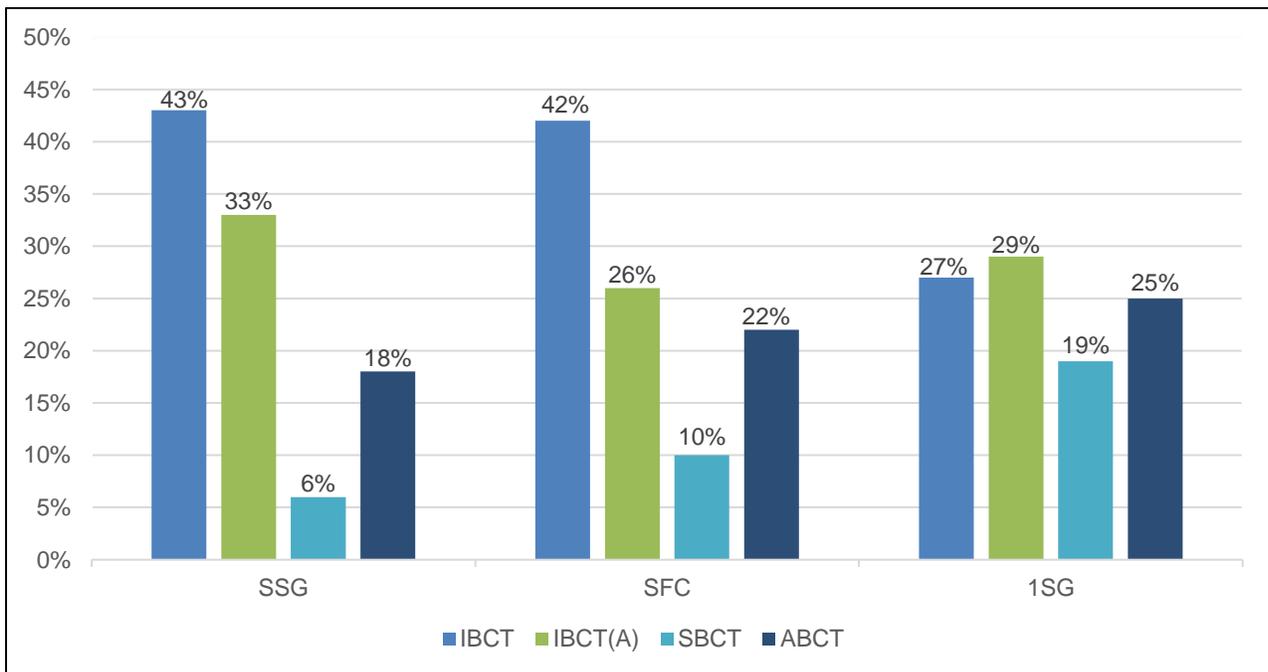


Table 9: Selected Leadership Experience History by BCT Type

(9). There was no significant decrease in the percentage of EIBs or CIBs earned between the Selected and Non-Selected Population. The Selected population scored an average of 20 points higher than the Non-Select population on the APFT and had a significantly higher percentage scoring above 270.

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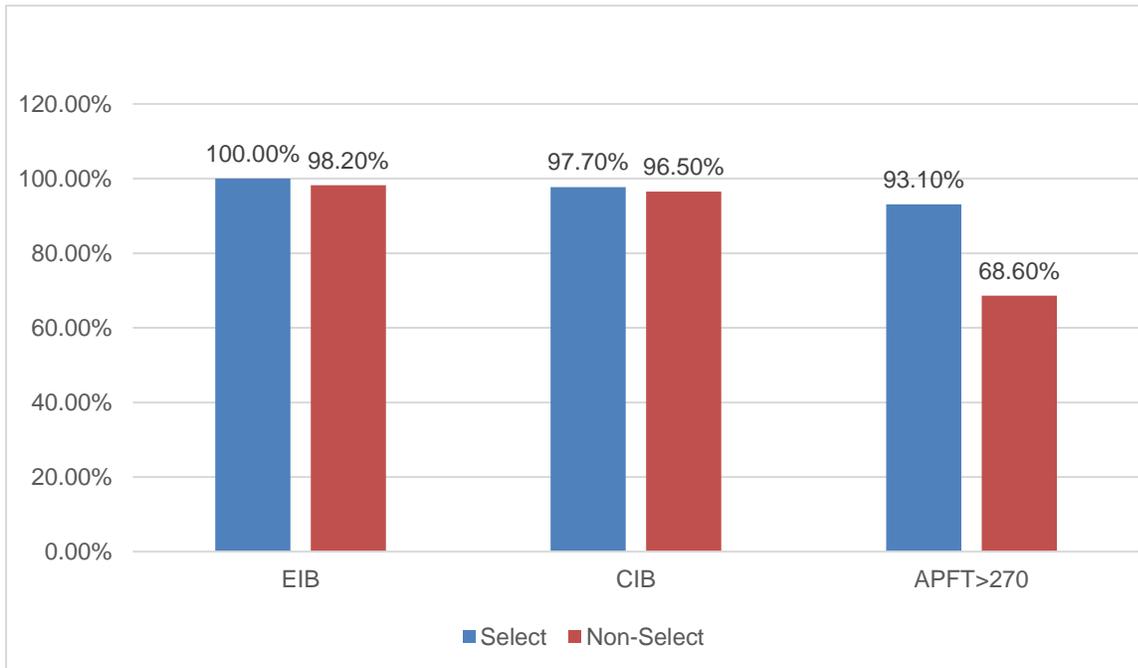


Table 10: EIB/CIB/APFT Comparison

6. General observations: The Office of the Chief of Infantry (OCOI) is confident the board selected our most qualified Master Sergeants for training and selection to the rank of Sergeant Major. Additional observations include:

There were no significant differences in the individual qualifications or assignment patterns of the eligible MSGs. This suggests that the majority of those have met the proponent's professional development standards and that their individual manner of performance as documented on their NCOERs was the critical indicator of potential to serve at the SGM level.

- a. The Infantry promotion rate decreased from 47% in FY16 to 27.7% in FY17.
- b. The average rated months as a 1SG decreased from 40.4 months in FY16 to 33.5 months for the FY17 selection board. The time in grade decreased from 4.2 years to 2.8 years. The drop in primary zone selection rates (44% to 11.6%) may have contributed to this decrease.
- c. 90% of those selected met the recommended requirement of 24 months rated 1SG time.
- d. Serving in positions of greater responsibility and higher grade continues to be a positive factor for promotion, 10% of the selected population were rated in a position of higher grade.

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e. 56% of the considered population were Ranger qualified (G, V, U) with 89% of the selected population being Ranger qualified.

f. College degrees were not a determining factor for selection, 29% of non-selects and 32% of selects had a college degree. 83% of selects had a minimum of 30 credit hours compared to 69% of non-selects.

g. 89% of the selected population served in both the Operating and Generating forces at the current or previous grades.

h. 27% of the selected population had at least 36 months of combined Rifle and HHC 1SG time.

7. Attached as an enclosure to this information paper is the Fiscal Year 2017 (FY16) Regular Army (RA) / United States Army Reserve (USAR) Active Guard Reserve (AGR) United States Army Sergeants Major Academy (USASMA) Training and Selection Board AAR.

8. POC for this action are SFC Cody Paasch, MOS 11B Career Management NCO, Commercial (Comm): (706) 545-1472, Defense Switched Network (DSN): 835-1472, NIPRemail at cody.l.paasch.mil@mail.mil, or MSG Luis M. Cordova at Comm: (706) 545-1343, DSN; 835-1343, NIPR email luis.m.cordova.mil@mail.mil.

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22 August 2017

MEMORANDUM THRU Headquarters, United States Army Training and Doctrine Command (ATTN: ATTG-P), 950 Jefferson Ave, Fort Eustis, VA 23604

FOR Commander, U.S. Army Maneuver Center of Excellence, Fort Benning, GA 31905

SUBJECT: Career Management Field (CMF) 11 / Infantry Review and Analysis

1. Reference memorandum, HQDA, DAPE-MPE-PD, 1 August 2017, Subject: Instructions for the Fiscal Year 2017 (FY17) Regular Army (RA) / United States Army Reserve (USAR) Active Guard Reserve (AGR) United States Army Sergeants Major Academy (USASMA) Training and Selection, USAR Troop Program Unit (TPU) and Individual Mobilization Augmentee (IMA) Command Sergeant Major (CSM), USAR Individual Mobilization Augmentee (IMA) Sergeant First Class (SFC) through Sergeant Major (SGM) Promotion, and RA USAR (AGR) First Sergeant (1SG) / Master Sergeant (MSG) Qualitative Service Program (QSP) Selection Board.

2. In accordance with the referenced memorandum, the selection board panel reviewing records for CMF 11 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 board carefully screened CMF 11Z Noncommissioned Officers' (NCO) records to select the most qualified NCOs. The most competitive individuals demonstrated outstanding performance and potential in the most challenging leadership positions. The best NCOs files included consistent quantifiable narratives and clear enumeration from both the rater and senior rater. The senior rater's narrative is critically important to allow the board to see the NCO's potential for promotion.

(1) Strengths: NCOs that were viewed favorably by the board members had a minimum of 24 months rated time as a First Sergeant (1SG) and selected for an HHC. They completed a degree plan; consistently scored 270 or above on the APFT; minimum of 12 months as an Operations Sergeant position at the Battalion (BN) level or higher; and/or CMF enhancing courses; (Ranger, Master Gunner, Jumpmaster, Drill Sergeant, IG advisor, EO advisor) Successful completion of assignments in both the operational and generating force showed diversity and ability to perform outside their comfort zone and higher potential to lead at the senior level. The board viewed the

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manner of performance in Key Developmental positions (1SG) and clear potential as critically important. A DA Photo on file of the Soldier within the last 12 months that captures a professional military appearance conveys the Soldiers' sincerity for career advancement within the Army Profession.

(2) Weaknesses: CMF 11Z NCOs with less than 18 months rated time as a 1SG, did not meet military and civilian education guidelines, lacked service in key leadership/tough or critical operational assignments, no diversity or broadening assignments, consistently scored at or near the minimum requirement for APFT standards, appeared overweight, and/ or had Noncommissioned Officer Evaluation Reports (NCOER) with mismatched rated and senior rater comments with no reviewer comments or memo clarifying the NCOER; were viewed by the board as less favorable. Photo not in file or photo as a SFC or with uniform not within regulation standards were not viewed as favorable.

b. Utilization and assignments (particularly in PMOS): The board favorably viewed exceptional service as a 1SG (at least 36 months of combined Rifle and HHC 1SG time) and or Operations Sergeant (BN or above) while serving as a MSG. Other broadening assignments and positions of trust viewed favorably by the board included; Equal opportunity advisor, IG NCO Advisor, ROTC instructor, Sexual Assault Response Coordinator. Other broadening duty ,viewed favorably by the board, prior to serving at the MSG level included Drill Sergeant, Recruiter, Ranger Instructor, Master Gunner, Airborne Instructor and duties of increased responsibilities and risk over Soldiers and equipment.

c. Training and education: Leaders that pursued a civilian education above the high school level concurrent while serving in critical/tough assignments with exemplary duty clearly demonstrated to the board their dedication for self-improvement. Earning of an Associate's/Bachelor's degree was viewed more favorably by the board members. Leaders should take the time for civilian/higher education which will assist the leader with being a better communicator, broader thinker, life time learner and show that they understand the total Soldier concept. Specialized training such as Jumpmaster and Master Gunner by individuals within organizations that had mission related responsibilities also demonstrated an above average level of expertise.

d. Physical Fitness: Leaders with consistent higher than average APFT scores (270+) that appeared fit and conveyed a Soldierly appearance were viewed more favorably by the board members.

e. Overall career management: CMF 11 are highly competitive. The NCOs considered showed exceptional performance in a variety of challenging assignments and duty positions within the field. Those NCOs who adhered to the guidelines outlined in DA PAM 600-25 chapter 26 were most successful.

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4. CMF structure and career progression assessment.

a. MOS compatibility within CMF 11: There were no MOS compatibility issues within CMF 11

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

c. Assignment and promotion opportunity: The critical assignment for a MSG is to successfully serve as a Company/Troop 1SG for a minimum of 24 months. Other duty positions include OPS SGT and BDE HHC or DIV HHB. Reference DA Pam 600-25 for a career map.

d. Overall health of CMF11: The health of the CMF is good. Leaders that desire to continue to serve at higher levels within this CMF must look for the opportunity to serve and lead in the toughest operational assignments alternated with broadening their experiences. The CMF has very highly skilled competitive candidates' for the top leadership positions within the CMF.

5. Recommendations. Competences and integrity: In an effort to ensure CMF 11 continues to select the most qualified, it is imperative that we educate our leaders on the promotion and selection criteria outlined in DA Pamphlet 600-25. Leaders at all levels must be knowledgeable of promotion standards and CMF talent management in order to best advise and mentor our future leaders.

6. CMF 11.

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

b. The proponent must now take the detailed information contained within this Review and Analysis and find a way to clearly articulate the information from this memorandum, in DA PAM 600-25, Chapter 4 for future boards.


JOSE L. POLANCO
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Panel Chief