



DEPARTMENT OF THE ARMY
 U.S. ARMY ENLISTED RECORDS AND EVALUATION CENTER
 8899 EAST 56TH STREET
 INDIANAPOLIS, INDIANA 46249-5301



REPLY TO
 ATTENTION OF

AHRC-EB

25 February 2004

MEMORANDUM FOR Office of the Deputy Chief of Staff G-1, ATTN: DAPE-MPE, Washington, D.C. 20310

Subject: Final Report – CY04 Master Sergeant Selection Board

1. In accordance with DA Memorandum, DAPE-MPE-PD, dated 3 February 2004, Subject: Memorandum of Instruction for the CY04 Master Sergeant Selection Board, a board of 19 officers and 47 noncommissioned officers convened at Indianapolis, IN 46249-5301 at 1345 hours on 3 February 2004 to select the best qualified individuals from the zone of consideration to perform the duties and assume the responsibilities of the next higher grade.

2. The board, acting under oath and having in view the special fitness of the enlisted personnel and the efficiency of the Army, has carefully considered the records of every noncommissioned officer submitted to it for consideration. Guidance received by the board was executed with care.

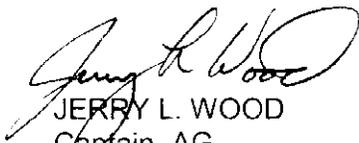
a. The noncommissioned officers listed on Enclosure 1 who have been selected are the best qualified through ability, efficiency, and length of service to assume the duties of the next higher grade and are hereby recommended for promotion.

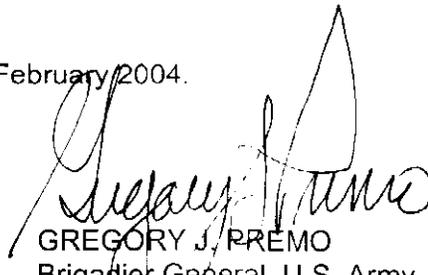
b. The noncommissioned officers listed on Enclosure 2 are not the best qualified to perform the duties or assume the responsibilities normally expected of a Master Sergeant and therefore, are not recommended for promotion.

3. All statistical requirements have been met and are listed at the enclosures.

4. All required Standby Advisory Boards were conducted, and the findings are submitted under separate cover.

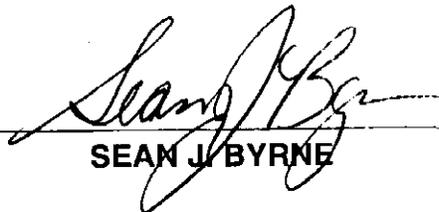
5. The board recessed at 1310 hours on 25 February 2004.


 JERRY L. WOOD
 Captain, AG
 Board Recorder


 GREGORY J. PREMO
 Brigadier General, U.S. Army
 President, CY04 MSG
 Selection Board

Encls
 as

Approved by DMPP:


 SEAN J. BYRNE

Date:

3/10/04



DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF, G-1
300 ARMY PENTAGON
WASHINGTON DC 20310-0300



DAPE-MPE-PD

23 JAN 2004

MEMORANDUM FOR PRESIDENT AND MEMBERS OF THE BOARD

SUBJECT: Memorandum of Instruction (MOI) for the CY04 Master Sergeant Selection Board

1. Authority: In accordance with Chapter 4, AR 600-8-19, this selection board is appointed to consider noncommissioned officers (NCO) for promotion to Master Sergeant (MSG).

2. General:

a. This board will convene at the U.S. Army Enlisted Records and Evaluation Center, Indianapolis, Indiana, on 3 February 2004, or on call. Enclosure 1 specifies the required oaths.

b. On 13 November 2002, the Deputy Chief of Staff, G-1 (DCS, G-1), approved Annex E to the Army Mobilization Operations and Execution System (AMOPES) revision. Page E-2, paragraph (c), states that the Qualitative Management Program (QMP) will be suspended under contingency operations or OPLAN execution under partial mobilization. As a result of the current mobilization status and this directive, Soldiers will not be considered for QMP by this board.

c. Due to the implementation of Stop Loss, Soldiers normally ineligible for consideration due to Retention Control Point (RCP) (BASD is earlier than 2 February 1981) and are impacted by unit Stop Loss will be eligible for promotion consideration, provided they are otherwise eligible. Soldiers impacted by Stop Loss with previously approved retirements will be considered fully eligible for consideration (provided otherwise eligible).

3. Mission: The board's mission includes:

a. Promotions to MSG: Select the best qualified Sergeants First Class (SFC) in the zone of consideration by Military Occupational Specialty (MOS) for promotion to MSG.

b. QMP Appeals: Review appeals from NCOs or on behalf of NCOs selected for Department of the Army (DA) directed denials of continued service to determine if the QMP actions should be set aside. Guidance will be provided by separate MOI.

c. Enlisted Standby Advisory Board (STAB): Review cases for removal from existing centralized promotion lists, for promotion reconsideration, and for initial promotion consideration. Only selected members of the board will sit on the STAB. STAB will be governed by separate MOI.

4. Method of Selection:

a. The board will be organized into 11 separate panels by career management fields (CMF). Consideration for promotion will be by MOS.

(g) who are special bands persons as defined in para 5-2, AR 600-8-19.

(h) who are ineligible to reenlist due to courts-martial conviction, confinement, or AWOL.

6. Evaluations:

a. Complete-the-record reports are optional and authorized only for SFCs competing for MSG. They may be submitted only for NCOs who have completed at least three months under the same rater as of 30 November 2003 and have not received a previous report for the current duty position. All complete-the-record reports will contain the following entry for type of report in part I, block G-04/CTR/MSG. Ending month of report will be November 2003. Reports will not be signed prior to 1 December 2003. Absence of such a report is not a basis for Standby Advisory Board reconsideration. NCOERs or copies submitted directly to the board by an NCO will not be accepted and/or referred to the board.

b. Commanders are reminded that the 60-day option NCOER is authorized upon request for NCOs deployed in the contingency area of operations. These NCOERs will be prepared per paragraph 3-35, AR 623-205. Soldiers in the zone of consideration for promotion to MSG who do not qualify for complete-the-record NCOER (minimum 90 rated days) may qualify for the 60-day option NCOER (minimum 60 rated days). Reports must arrive no later than 16 January 2004.

7. Reports: The following reports will be prepared prior to board recess:

a. After-Action Reports (2): Both reports are prepared by the Board President. The first report will cover issues and recommendations of interest to the Army, DCS, G-1. The second report will cover issues and recommendations to provide feedback to Soldiers in the field.

b. CMF Review and Analysis (R&A): Prepared by the panel chiefs for each CMF reviewed by their panels and dispatched to the respective proponents and the Commander, U.S. Army Human Resources Command.

8. Restrictions:

a. Recommendations of the selection board will be marked "FOR OFFICIAL USE ONLY" and will be so considered until the final recommended list is announced by Department of the Army.

b. Board membership will not be released until after the final recommended list is announced by Department of the Army.

c. After the board has been adjourned by the Army, DCS, G-1, or his designated representative, members are encouraged to familiarize officers and noncommissioned officers with the selection board procedures. In this regard, the DA Secretariat will provide you a standard briefing. The "FOR OFFICIAL USE ONLY" protective marking of this Memorandum of Instruction and enclosures are canceled after the final recommended list is approved and publicly announced by Department of the Army.

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b. The best qualified NCOs in each MOS will be recommended for promotion selection to MSG IAW the needs of the Army.

c. Before the board can determine whether an NCO is among the best qualified for selection, it must first determine which NCOs are fully qualified for promotion to MSG. Consideration must be accomplished in complete objectivity with the good of the service and the needs of the Army of primary importance. The selection board will be provided the performance portion (P-fiche) of the Official Military Personnel File (OMPF) of all eligible NCOs and may also be provided disciplinary data from the restricted portion of the OMPF, IAW ODCS, G-1, memorandum dated 21 January 2002.

d. There will be a number of SFC in the eligibility zone that have not completed their Advanced Noncommissioned Officer Course (ANCOC). Under ordinary circumstances, these NCOs would not be eligible for promotion consideration. However, it was determined that due to deployment to Operation Iraqi Freedom (OIF), and Operation Enduring Freedom (OEF) these Soldiers were either removed from ANCOC or not allowed to attend. Had they not deployed to OIF/OEF, they would have potentially been graduates and been fully eligible for promotion consideration. Had this exception not been made, these NCOs would have been disadvantaged due to deployment.

5. Zones of Consideration:

a. For promotion consideration: All Advanced Noncommissioned Officer Course (ANCOC) qualified SFC with dates of rank (DOR) of 3 October 2001 and earlier and whose Basic Active Service Dates (BASD) are between 3 February 1981 and 3 February 1996 (both dates inclusive).

(1) Primary Zone (PZ): SFC with DOR is 3 February 2001 and earlier.

(2) Secondary Zone (SZ): SFC with DOR of 4 February 2001 through 3 October 2001.

(3) SFC in the following categories will not be considered:

(a) who have an approved retirement (unless Soldier is affected by Stop Loss/Stop Move). Soldiers in this category will not gain eligibility for consideration by withdrawing their application after the convening of the board.

(b) who have an approved DA Directed Denial of Continued Service

(c) who have an approved local bar to reenlistment.

(d) who have not completed ANCOC (only those with exceptions mentioned in 4d will be considered).

(e) who have signed a Declination of Continued Service Statement (DCSS).

(f) who do not possess a high school diploma, GED equivalent, or higher.

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d. Specific statistical analyses or details of the board proceedings pertaining to selection or non-selection of individual Soldiers, whether recorded or unrecorded, will not be disclosed for any reason.

e. The board will not adjourn until authorized to do so by the Army, DCS, G-1, or his designated representative.

9. Membership: You have been selected to serve on this board because the Army has confidence in your ability to recognize those noncommissioned officers who will make the greatest contribution as Army leaders in the years ahead. Bear in mind the serious nature of board duty and your obligation to ensure these proceedings remain above reproach at all times. The oath you will take obliges you to ensure that all eligible noncommissioned officers are considered without prejudice. You will adhere to that oath and to all governing laws, directives, regulations, written administrative instructions regarding board procedures, and these instructions in selecting noncommissioned officers who meet the needs of the Army as outlined here. Your failure to do so may be cause to remove you from this board. That is your charter.

BY ORDER OF THE ACTING SECRETARY OF THE ARMY:

3 Enclosures

1. Admin Instructions
2. Board Guidance
3. Board Membership


SEAN J. BYRNE
Brigadier General, GS
Director of Military
Personnel Policy

GUIDANCE FOR THE CY04 MSG SELECTION BOARD

1. General:

a. The board will recommend for promotion to Master Sergeant (MSG) the best qualified Sergeant First Class (SFC) in each MOS to meet the needs of the Army.

b. All NCOs who are recommended as "best qualified" for selection must first be considered "fully qualified" for promotion to MSG. In determining whether an NCO under consideration is fully qualified for selection, the board should satisfy itself that the NCO is qualified professionally and morally, has demonstrated integrity, is physically fit, and is capable of performing duties expected of an NCO with his or her qualifications in the next higher grade or position. Selection is not intended as a reward for past performance.

c. Due to the implementation of Stop Loss, Soldiers normally ineligible for consideration due to Retention Control Point (RCP) (BASD is earlier than 2 February 1981) and are impacted by unit Stop Loss will be eligible for promotion consideration, provided they are otherwise eligible. Soldiers impacted by Stop Loss with previously approved retirements will be considered fully eligible for consideration (provided otherwise eligible).

d. On 13 November 2002, the DCS, G-1, approved Annex E to the Army Mobilization Operations and Execution System (AMOPES) revision. Page E-2, paragraph (c), states that the Qualitative Management Program (QMP) will be suspended under contingency operations or OPLAN execution under partial mobilization. As a result of the current mobilization status and this directive, Soldiers will not be considered for QMP by this board.

e. An isolated example of excellence or mediocrity should not be used as a sole determinant for selection or non-selection. However, non-selection may properly be based on a major disciplinary action or significant professional failure (e.g., relief for cause, lack of integrity, moral turpitude).

f. An understanding of our Army's past and future strategies must guide you as you evaluate and select our future Master Sergeants. It is essential that selection for promotion not be predicated substantially on a chance opportunity to participate in combat. The quality of our NCO Corps today is unequalled in the Army's history. Your evaluation of each NCO should be based upon performance and potential for future service. We will not penalize NCOs who did not have the opportunity to participate in combat, peacekeeping or humanitarian operations.

2. The Enlisted Evaluation System:

a. The Enlisted Evaluation System is designed to measure and report a Soldier's job knowledge, duty performance and potential.

b. The Noncommissioned Officer Evaluation Report (NCOER) provides a record of NCO duty performance during a given period of time in a specific job and provides an estimate of potential. Each evaluation report in the file must be examined carefully. Particular attention should be given to the narrative and bullet comments; it is here that patterns of strengths and weaknesses over a period of time will appear.

(1) When evaluating the file, consideration must be given to length of time covered by each report and the consistency of ratings over time.

(2) Although all parts of the evaluation report are significant, particular attention should be given to:

(a) Scope and degree of responsibility in terms of resources, people, facilities, and dollars managed, as outlined in the job description.

(b) Trends in professional ability and performance, with special emphasis on the specifics of performance as they relate to the Soldier's MOS and duty description. You should also give consideration to tactical and technical proficiency and the Soldier's ability to communicate effectively.

(c) Specific potential recommendations by the rating officials.

(3) Study in detail the bullets of the NCOER to validate the rater and senior rater block marks. It is your responsibility to determine if the bullets fully justify the particular block that has been checked. A justified rating of "success" is an indication that the NCO is fully qualified. Ratings of "excellence" should be supported by specific examples and measurable results and should indicate that the NCO is clearly better than most others.

3. Overall Performance: An evaluation of demonstrated professionalism and potential for future service cannot be measured without a complete and objective review of each NCO's entire background. The following areas should be given careful consideration:

a. Level of Responsibility: Those NCOs who perform the tough, high-risk, demanding jobs well have demonstrated promotion potential. Level of responsibility should be a multiplier in an overall evaluation of performance.

b. Trends in Efficiency: Upward or downward trends in efficiency must be considered in light of the degree of experience and level of responsibility. Junior NCOs

can be expected to make honest mistakes from which they learn and improve their performance. The manner of performance in more recent years should take priority over performance in earlier years.

c. Military Education:

(1) Graduation from ANCOC is a requirement for consideration by this board. However, there will be a number of SFC in the eligibility zone that have not completed their ANCOC. Under ordinary circumstances, these NCOs would not be eligible for promotion consideration. It was determined that due to deployment to OIF or OEF, these Soldiers were either removed from ANCOC or not allowed to attend. Had they not deployed to OIF or OEF, they would have potentially been graduates and been fully eligible for promotion consideration. Had this exception not been made, these NCOs would have been disadvantaged due to deployment through no fault of their own.

(2) Successful completion of other vigorous courses of instruction, especially the First Sergeant Course, testifies to the NCO's dedication, commitment, and motivation.

d. Civilian Education: Pursuit of civilian education above the high school level concurrent with military duty is indicative of dedication to self-improvement, effective time management, and potential for academic success.

e. Professional Values: Throughout the selection process, consideration must be given to the demonstration of the seven Army values. NCOs who demonstrate the professional Army values – honor, duty, courage, loyalty, integrity, respect, and selfless service are the foundation of the Army. NCOs whose performance reflects a commitment to these values should be favorably considered.

4. Range and Variety of Assignments: The board must consider the type of assignments the NCO has held. The essence of effective performance as a senior NCO is the application of sound leadership and management capabilities. You should, therefore, examine each candidate's past performance in all types of leadership positions.

a. Particular attention must be given to selection of individuals who have demonstrated their suitability for positions of responsibility and whose performances have been consistently outstanding in a variety of assignments.

b. A variety of assignments at different levels are important. Remember, however, that in many cases the individual has little, if any, control over the type of assignment he or she receives. Also, certain MOSs have a tendency to place the individual in a field of specialization. However, if the Army is to effectively align its force to meet skill requirements, selectees must be fully qualified in the MOS in which they are promoted to MSG.

c. It is essential that the Army have NCOs who are outstanding troop leaders. It is equally important to have NCOs who can provide leadership in the specialty areas and supporting staffs and units, many with highly technical missions. The board must pick the best NCOs and, in the process, recognize that various jobs require different strengths, techniques, and background experience. There are specialties with limited opportunities for leadership, but with significant requirements for management and technical skill.

d. Manner of performance in the following areas should be carefully considered:

(1) Reserve Component Duty: Reserve Component units are a significant and vital part of our Total Army warfighting capability, and the Army leadership instituted systems and programs to ensure quality NCOs receive these assignments. NCOs in the Training Support Brigades (TSB) provide comprehensive lane training and serve as Observer Controllers and AAR facilitators for RC units. They spend 100 percent of their time on training management and training evaluation, developing exceptional experience and proficiency. Army National Guard advisors and NCOs in full time support to U.S. Army Reserve units are principal advisors to the commanders and Soldiers of these units and must demonstrate not only technical and tactical proficiency, but also manage effectiveness in a turbulent, resource-constrained environment. TSBs replaced Readiness Groups and Regional Training Brigades to execute missions such as training evaluation and assistance for gunnery and maneuver lanes of Force Support Package units. Additionally, TSBs may deploy as a Mobilization Assistance Team (MAT) to support mobilization operations and provide the commander assistance in processing, validation, training, and deployment of select RC units.

(2) Recruiting Duty: Recruiters provide the strength of the Army. Recruiting is a tough and demanding skill that requires dedicated and motivated NCOs to perform as recruiters, commanders, trainers, and leaders. Soldiers selected for this assignment are sometimes unsuccessful and may be relieved without prejudice. Success as a recruiter indicates an NCO who is highly skilled in the areas of leadership, training, communication and independent action and thought.

(3) Equal Opportunity (EO) Duty: Assignments for EOA duty are Department of Army directed and not necessarily the desires of the individual; although, volunteers are accepted for this duty. EOA duty is normally a single tour detail with duties in SQI "Q," for senior NCOs (SSG(P) and above), with those Soldiers being selected by the Commander, Human Resources Command, from all CMFs. A single tour for most EOAs is two years (or the normal geographical tour length), with full-time duties at brigade or higher-level staffs. This is demanding and sensitive duty. The successful performance of EOA duty reflects superior leadership, communications, and administrative skills. Continued successful duty performance as an EOA must be given equal status with duties in other "special detail" areas (e.g., Drill Sergeant, Recruiter,

Reserve Component duty). Board members must be aware that many Soldiers in this category may not have had the opportunity or recent experience in the more traditional leadership positions of their career fields (e.g., platoon sergeant, first sergeant).

(4) Specially Managed Personnel: These are individuals assigned to classified special mission units (these will be provided under separate cover). Because of the uniqueness of these assignments, the importance of them in the national security arena, and their readiness priority, the following information is necessary for consideration of these NCOs:

(a) These are special mission forces with classified missions and are not the same as special forces.

(b) Assignment to these units is voluntary.

(c) Individuals, both operational and support, are selected for assignment through a demanding assessment process found nowhere else in the Army.

(d) Enlisted operational personnel are assessed as MOS immaterial. They receive highly specialized training, which in most cases is not related to the duties in their primary MOS. This training prepares them for the unique assignments associated with these units.

(e) Enlisted support personnel are assigned as nearly as possible within their PMOS; however, many receive training and frequently perform duties which are outside their PMOS.

(f) To take advantage of their unique skills, individuals may be stabilized for longer periods of time than you would normally expect to see in Regular Army units, in some cases up to 20 or more years.

(g) The assessment and selection, advanced training, and stabilization policies are designed to retain highly qualified personnel in these units and should not be considered a negative factor in determining promotion potential under the "whole Soldier" concept. These assignments are extremely demanding and stressful on both Soldiers and their families. Only the most dedicated, resourceful, and productive Soldiers are retained.

(5) Combat Training Center (CTC) Observer/Controller (O/C) Duty: The CTC program is critical to improving and sustaining the Army's professional warfighting capability. NCOs selected to serve as O/Cs plan, develop, and control rotational unit training exercises at the CTCs. This challenging mission requires O/Cs to accompany an average of 12 rotations per year while serving a two to three year tour. O/Cs accompany rotational units throughout all phases of force-on-force and live fire training

to observe and assess individual and collective performance, teach and coach their unit counterparts, and provide performance feedback through the After-Action Review (AAR) process. They are responsible for creating and maintaining a training environment as realistic as possible, and for ensuring doctrinally correct battlefield replication.

(6) Drill Sergeant Duty: Drill Sergeant duty is representative of the Army's most demanding and challenging troop leadership positions for noncommissioned officers. They are highly skilled and are among the most capable trainers in the Army. Drill Sergeants demonstrate positive leadership in a high stress environment and serve as mentors for trainees during their most formative period as Soldiers. Drill Sergeants have passed the tough screening process of assignment, undergone the rigorous training requirements, and successfully accomplished a demanding duty. This is indicative of the individual's exceptional capability for higher levels of responsibility and that they possess, to a high degree, the qualifications required for promotion. The expectation is that NCOs with this experience will be promoted equal to or higher than their contemporaries.

(7) Inspector General (IG) duty: Noncommissioned officers nominated for assignment as an IG are approved by The Inspector General. They are selected because of demonstrated ability, adherence to Army values, and potential to serve in positions of increasing responsibility while in their Career Management Field (CMF). As IGs, they must be both a specialist in their career field as well as a generalist in a myriad of other specialty fields and functions. They serve on the commander's personal staff and provide commanders a sounding board for sensitive issues. Further, IGs understand the functions of the chain of command while being fair and impartial *without regard to rank or position of the individual(s) involved*. All IG NCOs serve as assistant inspectors general and are trained in exactly the same IG functions, policies, and procedures as commissioned officers. They teach Soldiers, civilians, and commanders about Army standards, policies, procedures, responsibilities, processes, and systems. Therefore, the depth and breadth of tactical and technical knowledge the IG acquires encompasses virtually any Army system that interests the commander. They must be competent and compassionate leaders while assisting members of the Total Army in solving individual, organizational, and systemic issues. As the proponent of Organizational Inspection Programs, IGs are adept at examining compliance; determining the reasons for deviations from established standards; recommending solutions; and assisting commanders with implementing corrective action. Most importantly, IGs are trained to exercise mature judgment and initiative in the execution of their duties. Members of selection boards must recognize that because the Army does not have an IG CMF, noncommissioned officers initially enter the IG detail as experts in their respective CMF, but must be trained in the IG System. They complete their detail with a much broader background and leadership experience than many of their peers.

(8) NCO Academy Instructor Duty: NCO Academy Instructor duty is an important duty that demands exceptional skill and technical knowledge and requires dedicated and motivated NCOs. Academy Instructors serve as counselors and mentors to the junior NCOs they are developing. A successful instructor has, therefore, proven himself/herself to be a skillful leader, trainer and communicator.

(9) Military Entrance Processing Station (MEPS) Duty: The DoD recruiting mission depends upon the MEPS' proficiency in qualifying and processing applicants into the Armed Forces. These NCOs are performing duty subject to intense quality control, and successful completion of a MEPS tour indicates their ability to pay attention to detail. Especially in smaller communities, these NCOs represent the Armed Forces and must project an impeccable, professional military presence.

(10) All of the before mentioned are not all inclusive of high-risk jobs. As mentioned earlier, many specialties have limited opportunities for leadership, but significant requirements for management and technical skills. The individual proponent briefings will elaborate on low, medium and high-risk jobs commensurate with each career management field.

5. Increased Time-on-Station: There is no such thing as "homesteading" in our Army. Rather, increased time-on-station in a unit is the natural and desired result of conscious efforts to reduce turbulence in both units and families. Soldiers will, in fact, be serving in duty positions, units, installations, and military communities for considerably longer periods of time. Accordingly, these Soldiers cannot be adversely categorized as "homesteaders." Rather, this phenomenon must be viewed as not only supportive of Army policy, but in consonance with the goals for individual professional development and Soldier/leadership continuity across the Army.

6. Derogatory Information:

a. Significance: The weight to be given derogatory information must be determined by the collective judgment of the board. Care must be taken not to unduly penalize NCOs who have had early exposure to heavy responsibilities and the inherent opportunity to make mistakes through honest but misguided effort. Little consideration should be given to comments of a derogatory nature, particularly non-judicial punishment for minor offenses, which are later followed by continuous outstanding performance of duty. Unproven allegations or courts-martial in which the individual has been found not guilty will not be considered.

b. Article 15s: Non-judicial punishment proceedings under Article 15, UCMJ, enable commanders to maintain good order and discipline by disposing of minor offenses quickly and fairly. The primary purpose of non-judicial punishment is to provide a method for commanders to determine what happened and to correct minor offenders with fair punishments while preserving rehabilitative potential. Punishment under

Article 15, UCMJ, in a Soldier's early career (SPC/CPL and below with less than three years service) should not be considered in deliberations.

c. The Army Substance Abuse Program (ASAP): A goal of ASAP is to restore to duty those substance-impaired Soldiers who have the potential for continued military service.

(1) When an individual's record reflects adverse information associated solely with a past problem involving alcohol or drug abuse and the individual has been rehabilitated and restored to full duty status, the Soldier's attitude, work efficiency, and potential for continued effective service will be the basis upon which he is evaluated.

(2) The NCO who has not responded to drug or alcohol treatment and rehabilitation programs after a reasonable period of time should not be selected.

d. Assignment limitations or training disqualification (e.g., airborne training or nuclear and chemical assignment disqualification UP AR 50-5 or 50-6): These should not, in and of themselves, be used as criteria for selection or non-selection. However, the actions, which led to the limitation or disqualification, may be appropriate for consideration.

7. Physical Fitness and Weight Control: Army policy requires that every Soldier be physically fit regardless of age or duty assignment. Weight control and physical appearance are important indicators of an NCO's physical fitness. Accordingly, in evaluating the individual's potential for selection, the board will consider general physical condition and compliance with the weight control policies of AR 40-501 and AR 600-9.

8. Medical Profiles: The board must recognize that retention has been granted to NCOs with certain medical profiles, and that some Soldiers have partial disabilities which are the result of disease, wound, or injury that do not interfere with the individual's performance of duty. An NCO who is found fit to remain on active duty by a MOS Medical Retention Board possesses the minimum medical qualifications required for assignment to any position in line with his or her grade, specialty, and profile limitations. In case of doubt, the board should bring the matter to the attention of the Director of Military Personnel Policy (DMPP), Army G-1, in order that further information concerning an NCO's medical qualifications may be presented to the board.

9. Photographs:

a. The lack of an organizational shoulder sleeve insignia or distinctive unit insignia (unit crest), or both, should not be considered negatively. With some exceptions, Soldiers assigned to DOD agencies, joint activities, and other federal agencies are not authorized these insignia items. Army personnel assigned to a few of these

organizations are permitted to wear one or both of these items by virtue of previous HQDA approval granted to Army organizations which became DOD agencies or joint activities.

b. A Soldier's file may contain a color 4X10, or a digitally produced 4X6 photo. The type of photo present is due primarily to the type of support provided by the Soldier's servicing visual information activity.

c. Soldiers deployed to an area where photographic facilities are not available, or conditions prevent them from being photographed, are temporarily exempt from having a periodic photo update.

10. Record Precaution: Understand that great numbers of NCOs are deployed throughout the world and may not have been provided the opportunity to review their Enlisted Record Brief (ERB). A missing ERB, or an ERB which has been certified by a personnel officer as opposed to one signed by the NCO, should not be a factor in the board's consideration. Missing ERBs are not the fault of the Soldier as personnel officers are required to forward signed and unsigned ERBs to EREC. Subjective judgment should not be made about a Soldier because the ERB is missing. In such a case, board members should look very thoroughly at other documents in the OMPF and reconstruct information normally shown on the ERB. Questions pertaining to missing ERBs should be referred to the DA Secretariat for possible further inquiry.

11. Quality and Validity of Information: Board members can help improve the quality of records by identifying Soldiers who are wearing unauthorized awards. If such cases are found, identify them to the Commander, EREC.

12. Personal Knowledge: The board may not use unsolicited favorable or unfavorable information (personal knowledge) in its deliberations. In the event a board member has personal knowledge of an NCO's performance that is not documented in the record provided to the board, and the board member feels the information is of great significance, the board member will present the information to the board president. The board president will request authority from the DMPP to release the information to the board.

13. Equal Opportunity:

a. The success of today's Army comes from total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. People remain the cornerstone of readiness. To this end, equal opportunity for all Soldiers is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army, but is especially important to demonstrate in the selection process. To the extent that each Board demonstrates that race, ethnic background, and gender are not impediments to selection for school,

command, and promotion, our Soldiers will have a clear perception of equal opportunity in the selection process. The diverse backgrounds, ideas, and insights offered by Soldiers and citizens of all races and of both sexes are a great source of strength for our Nation and our Army. We can best ensure that this source of strength endures by your strict avoidance of the consideration of any factors other than merit and ability as specified elsewhere in this memorandum of instruction in the selection of Soldiers for promotion and other favorable personnel actions.

b. You must be alert to the possibility of past personal or institutional discrimination whether intentional or inadvertent in the assignment patterns, evaluations, or professional development of all Soldiers. Such discrimination may be unintentional, not motivated by malice, bigotry, or prejudice, and may have been the result of past service utilization practices. Indicators of discrimination may include disproportionately lower evaluation reports; assignments of lesser importance or responsibility; lack of opportunity to attend career-building military schools; gratuitous mention of race, ethnicity, or gender; or mention of an NCO's organizational or institutional affiliations unrelated to duty performance and potential. Take these factors into consideration in assessing the degree to which an NCO's record, as a whole is an accurate reflection, free of bias, of that NCO's performance and potential. The foregoing guidance shall not be interpreted as requiring or authorizing you to extend any preference of any sort to any NCO or group of NCOs on the basis of race, ethnicity, or gender.

c. The board should be aware that, as directed by HQDA, some female noncommissioned officers were reclassified as a result of Direct Combat Probability Coding (DCPC) and should not be penalized as a result of that action.

14. GT Scores: The GT score is intended only as a trainability predictor. In the selection process, decisions must be made based on demonstrated performance, not a test taken to assist in determining MOS classification or trainability. Do not use the GT score as a discriminator. Focus instead on what the NCO did as an indicator of potential.

15. Marital Status: You may not consider a Soldier's marital status when making your selection recommendations. NCOERs may no longer contain references to information that reflects favorably or unfavorably on the NCO based solely on his/her marital status. As a result, you must disregard such prohibited information if it is reflected in documents you review.

16. Select Objectives for MSG:

a. The DA Secretariat will provide select objectives by MOS after all records have been voted. MSG select objectives indicate the number of selections to MSG that may be made from each MOS.

b. To provide promotion opportunity for NCOs in MOS with a zero select objective, the board will identify the top five percent of SFCs in these MOSs and refer any NCO with significant experience in a secondary, additional, or duty MOS for promotion consideration in that MOS. In order to be recommended for selection in one of these MOSs, the NCO must have *demonstrated potential to be reclassified successfully* without additional formal training in the MOS. Promotion will be contingent on reclassification into the new MOS.

c. As a minimum, individuals selected must be, in the judgment of the board, fully qualified for promotion to meet the needs of the Army. In the event the panels, or the board as a whole, determine that the quality of the individuals in a particular MOS, or in the overall zone, is such that selection of the numbers directed would not be in the best interest of the Army, the president of the board is to seek additional guidance from the DMPP.

17. QMP Appeals: Some members of the board will be selected to review appeals to set aside previously approved Department of the Army denials of continued service imposed under the Qualitative Management Program. Guidance will be provided by separate MOI.

18. Standby Advisory Board: Some members of the board will be selected to sit on Standby Enlisted Advisory Boards to review cases for removal from existing promotion lists, for promotion reconsideration, and for initial promotion consideration. These boards will be convened under a separate MOI.