



HQDA Centralized NCO Evaluation Boards

REGULAR ARMY & US ARMY RESERVE (AGR)

Updated 27 November 2020



OVERVIEW

On 4 April 2019, the Secretary of the Army signed Army Directive 2019-15. This talent management effort shifts archaic time-based management policies and practices to merit-based while achieving the following objectives:

- **Improve readiness**

- Flexibility to react to changing requirements (SFC, MSG, CSM/SGM) and Soldier loss behavior
- Reduction of grade/skill imbalances

- **Improve professional development**

- Informed merit-based scheduling (SLC, MLC, SMC) to qualify best qualified NCOs for promotion

- **Improve leader development**

- Informed assignment decisions (CSM appointments, broadening, key developmental, nominative eligibility)

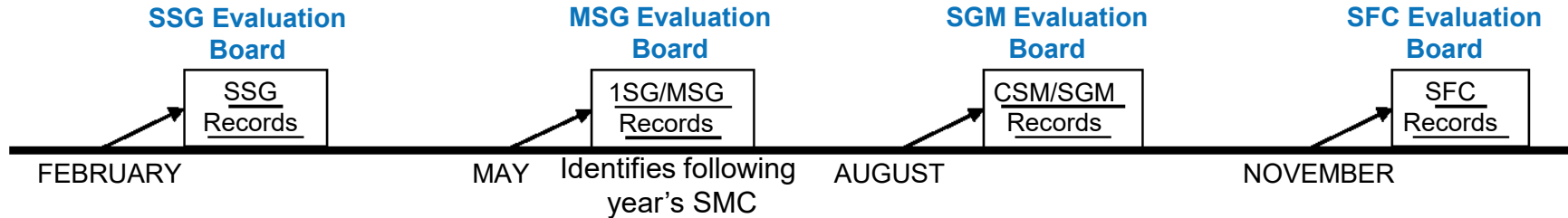
- **Improve professionalism of the NCO Corps**

- Maximize the potential of our people and employ NCOs to maximum effect
- Continued Service informed by requirements and performance
 - Perform or out – eliminate retention control point environment
 - Denial of service for non-performers
 - Incentivizes continued contributions



WAY AHEAD

Conduct annual (Centralized Boards) evaluations (OMLs) of NCO talent IAW Army Doctrine (MOI) and Proponent Guidance (DA Pam 600-25) to inform a myriad of HR decisions



OVERVIEW

- Promotion Boards will be eliminated and replaced with NCO Evaluation Boards
 - Board mission of voting records and creating an OML for all MOSs remains unchanged
- All NCOs in zone of consideration will be evaluated annually
 - NCOs cannot opt out of consideration
- Annual OMLs replace previous ones as they are approved



HOW

- **Improve readiness**

- Promotions
 - NCOs are “selected” (for pin-on) monthly - when requirement exists (mirrors current SGT/SSG process)
 - HRC website quarterly “anticipated demand” by grade/MOS (predictability)
 - NCO “selects” must be FQ (PME; good standing, etc.)
 - NCOs re-assessed annually when not “selected”
 - NCOs may decline promotion (reverts to NFQ for remainder of that OML’s usage) – must be reevaluated following year for OML placement

- **Improve professional development**

- Schedule for Training (Qualify for Promotion)
 - Informed merit-based scheduling (SLC, MLC, SMC) to qualify for promotion
 - Train Ahead (to pre-qualify for promotion)

- **Improve leader development**

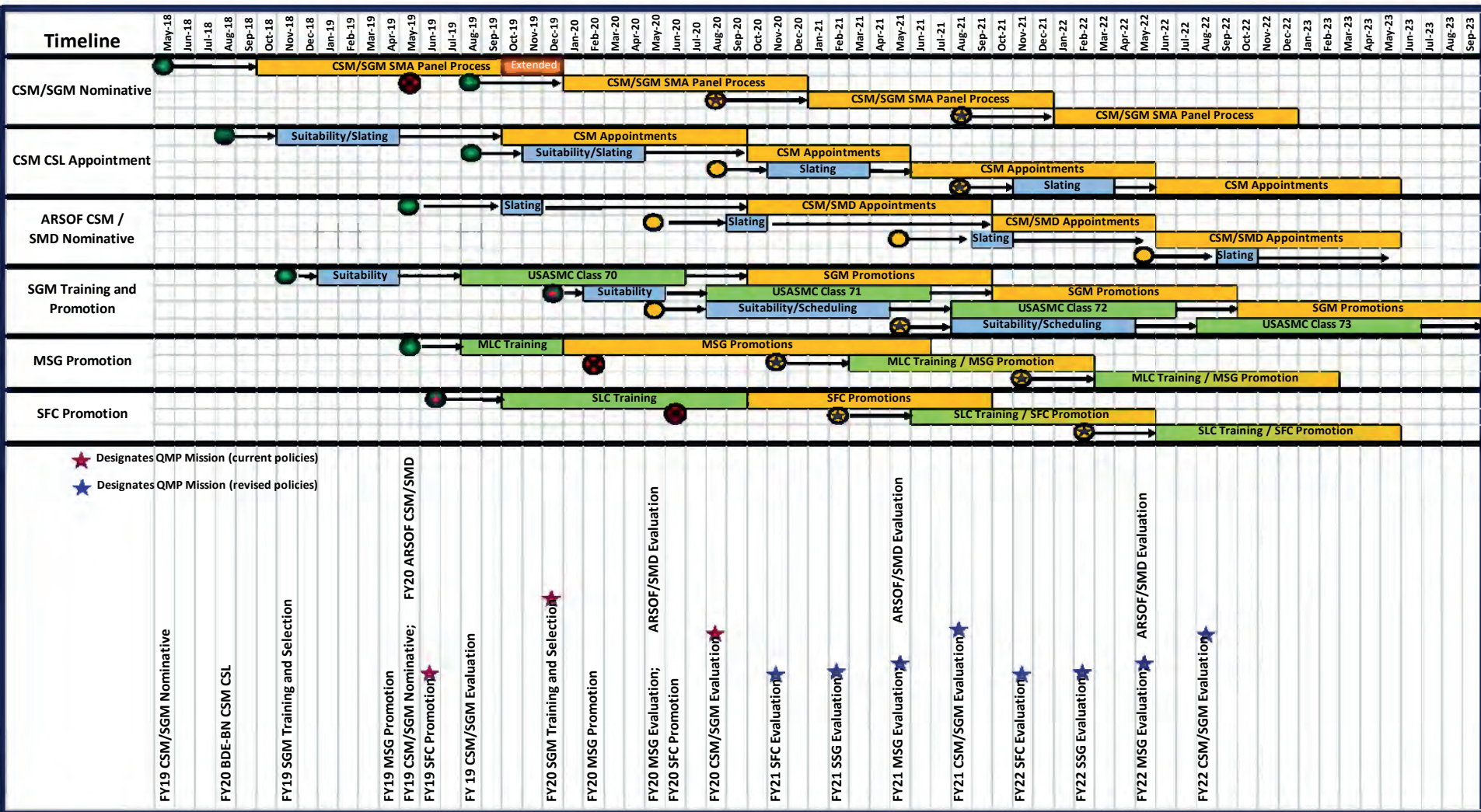
- Assignment Decision Process
 - Qualifies NCOs for Nominative CSM/SGM eligibility
 - Qualifies NCOs for BDE/BN CSM slating
 - Informs Key Developmental/Broadening opportunities (i.e., Drill Sergeant, Recruiter, etc.)
 - HRC Manner of Performance Tool

- **Improve professionalism of the NCO Corps**

- Continuation of Service
 - Not Fully Qualified for Retention (NFQ-R) NCOs (put on notice)
 - 1X NFQ = HQDA Bar to Continued Service
 - 2X NFQ in same grade = Denial of Continued Service (1st day of 7th month)
 - QMP decisions (majority board vote “1”)



TRANSITION PLAN





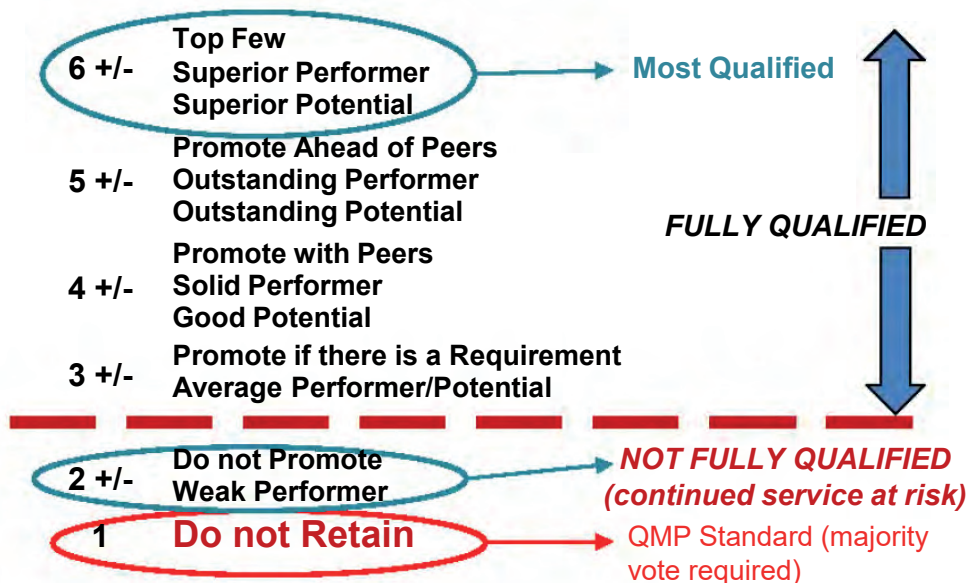
NCO EVALUATION BOARD

- Conducted annually:
 - SSG records in February timeframe
 - SFC records in November timeframe
 - 1SG/MSG records in May timeframe
 - CSM/SGM records in August timeframe
- Board mission:
 - Evaluate records resulting in creation of an OML
 - Establish NCOs as:
 - MQ: Most Qualified
 - FQ: Fully Qualified
 - NFQ: Not Fully Qualified
 - NFQ-R: Not Fully Qualified for Retention
 - OML: Used to inform decisions
 - Assignments, Training, Promotion and Retention
- Eligibility announced by MILPER message
- No OML will be published – only NCOs who are fully qualified alphabetically (Most Qualified will have an MQ)
- Army Career Tracker will tell you your OML ranking (compared to peers)



CREATING A BOARD OML

Board Word Picture



Order of Merit List

OML #	SCORE	SSN	NAME
1	30 +5	#	Joa, A
2	29 +5	#	Perter, S
3	26 -3	#	Romero, P.
4	25 -1	#	Adams, A.
4	25 -1	#	Andrews, B.
4	25 -1	#	Clark, D.
4	25 -1	#	Harrison, F.
5	22 -2	#	Best, M.
5	22 -2	#	Hunter, R.
10	20 +1	#	Sutcliffe, R.
11	19 -1	#	Curtis, D.
12	15 -5	#	Harding, F.
13	14 +5	#	Walther, P.
14	13	#	Kroger, A.
15	5	#	Barney, H.

FQ ↑

- Board Members vote individual files assigning a score between 6 (best) and 1 (least), with “+” or “-” to more clearly define the OML
- An average vote of less than 3 “-” is NOT FULLY QUALIFIED
- An NCO must first be FULLY QUALIFIED to be eligible for promotion
- Board Member votes are combined, and converted to an OML (by MOS) with cumulative “+” or “-” as appropriate.



OML STATUS ON ARMY CAREER TRACKER

Soldiers View of OML

Select from under TRACK in the Left Navigation of ACT



CareerTracker

Per HQDA, DCS G-1, XXXXXXXXXX, Soldier's may select which Leaders and Mentors can view their OML information in ACT. To make your OML number visible to a leader or mentor, select SHARE.

Per HQDA DCS, G-1 Talent Assessment Board Memo, you may select which Leaders and/or Mentors can view your OML number in ACT. To make your OML number visible to a Leader or Mentor, select SHARE. To remove visibility from a Leader or Mentor, select UNSHARE. If you do not have a Leader or Mentor selected in ACT, click UPDATE YOUR LEADERS OR MENTORS HERE or select the ADD button.

SOLDIER INFO	
NAME:	GARY CHO
RANK:	SFC
MOS:	42A

OML NUMBER	
68	OUT OF 419
CURRENT AS OF: 04 MAR 2019	

LEADERS	
1ST LINE LEADER SGM OSCAR MEYERS	SHARE
2ND LINE LEADER SGM DORTHY MANTOOTH	SHARE
3RD LINE LEADER YOU HAVE NOT SELECTED A 3RD	ADD

MENTORS	
MENTOR SGM NICK NICHOLS	SHARE
MENTOR MSG GUSTOV ADOLFPHSON	SHARE
MENTOR MSG NEIL NEILSON	SHARE





PROMOTION

Projected to begin in FY21

- NCO Must be identified as fully qualified (FQ) by the board
- NCO learns their OML status privately through ACT
- Army will promote monthly to actual requirements
 - Mirrors current SGT/SSG promotion selection process
 - HRC to announce projected quarterly NCO promotions by grade/MOS (FY21 listing already posted)
 - Will announce by-name selects NLT 15th day month preceding promotion effective date
- NCO must be fully eligible for pin-on (PME, announced TIS/TIG, not flagged, etc.)
- NCOs failing to complete SSD/DLC by Primary Zone will have HQDA Bar to Continued Service imposed (mirrors current E4/E5 policy)

STEP RELATIONSHIP: Supports “P” in STEP as selection for promotion



MONTHLY PROMOTION PROCESS

- Monthly promotion process to SGT through SGM
 - Mirrors current SGT/SSG promotion process
- First board programmed under this concept is the NOV 2021 SFC Evaluation Board
 - Reviews SFC records – establishes eligibility for MSG promotion pin-on

EFFECTIVE MAY 2021 PROMOTION MONTH

HRC (EPMD/TAG-D) DATA PROCESSING OML/Data pull (1st day, 0200-EST) Application of model and approval of promotion allocations TAG-D All by-name selects announced NLT 15th of the month															SELECTIONS ANNOUNCED	UNIT ENSURE PERSONNEL INFORMATION MANAGEMENT ACCURACY ARRANGE APPROPRIATE CEREMONY SOLDIER MUST REMAIN FULLY QUALIFIED															PROMOTION EFFECTIVE FOR FULLY QUALIFIED SOLDIERS
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	1st of following month	
MONTHLY CYCLE (DAY OF THE MONTH) - PROCESS																															

Approved and announced on 20 July 2020



ASSIGNMENT DECISION PROCESS

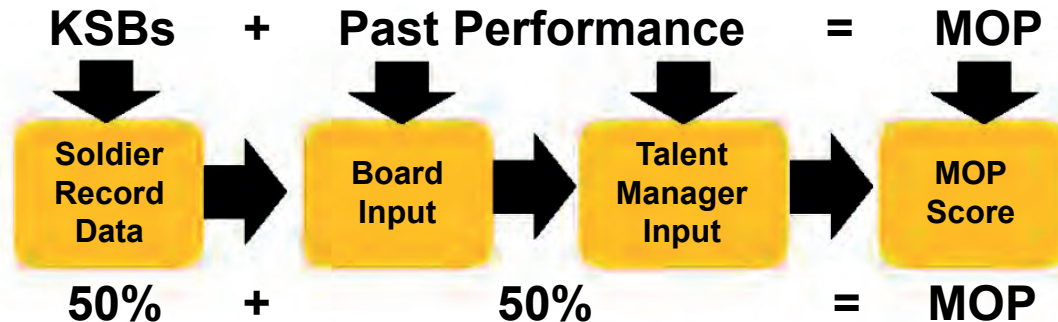
- HRC Manner of Performance (MoP) Tool
 - Influenced by NCOs OML status (by grade/MOS) (influences metrics)
- Management
 - No (P) inventory (SSG and above) until NCO is a by-name select (monthly)
- OML-based identification of NCOs for CSM appointment/Nominative eligibility
 - System produces OML-based roster (doesn't ID actual OML number)
 - System query capability to NCOs based on qualifications (formerly board eligibility rules; mission-specific)
- HRC-query of inventory to inform slating/selection for assignment



MANNER OF PERFORMANCE (MOP)

ASSIGNMENT DECISION SUPPORT TOOL IN COORDINATION WITH SOLDIER'S DESIRES

- Allows the Talent Manager (PDNCO/SR Career Advisor/Assignment Manager) to utilize the Enlisted MOP tool to quickly assess where an individual NCO stands amongst their peers



- Facilitates conversations with NCOs as to where they are assessed in relation to their peers and what career opportunities are available based upon the assessment, the NCO's career path (DA Pam 600-25), needs of the Army, and desires of the NCO

Peer groupings

SR RATER BLOCK CHECK	RUBIC
MQ	<u>SUPERIOR</u> Top few; best (#1) NCO or TOP 5% of NCOs PAST PERFORMANCE
MA	<u>OUTSTANDING</u> Top 15% of NCOs
HQ*	<u>SUPERIOR</u> Top few; best (#1) NCO or TOP 5% of NCOs (Immature profile of 4 or less)
HQ*	<u>OUTSTANDING</u> Top 20% of NCOs
HQ*	<u>GOOD</u> TOP THIRD (21% to 33%) of NCOs
HQ / Q	<u>AVERAGE</u> TOP HALF (34% to 50%)
Q / NQ	<u>WEAK</u> NO ENUMERATION; LESS THAN 50%; COMMENTS LIKE DO NOT PROMOTE/NOT QUALIFIED



PME SCHEDULING

- All Soldiers considered (cannot opt out)
 - FY21 Board eligibility:
 - CSM/SGM – All regardless of TIG
 - MSG/SFC – 18 months TIG
 - SSG – 36 months TIG
- Board Mission: Annual merit-based evaluations
 - OML with fully qualified (FQ)/not fully qualified (NFQ)
- OML-based identification of NCOs for PME attendance
 - System produces OML-based roster (doesn't ID actual OML number)
 - System query capability to NCOs lacking PME (MEL/MES)
- OML ranking presents training opportunity based on merit
 - Training qualifies NCO for promotion selection
 - OML rankings ensure training opportunity
 - Does not mitigate availability or eligibility to attend
 - Goal: NCOs to get 120-day notice to attend training

STEP RELATIONSHIP: Supports “S and T” in STEP as selection for training

Don't miss the opportunity to train!

The higher you are on the OML means an earlier opportunity for training!



DENIAL OF SERVICE

- All eligible Soldiers considered (cannot opt out)
- Board Mission: Annual merit-based evaluations
- Board Product:
 - Fully Qualified NCOs identified alphabetically with Most Qualified annotated
 - NCO learns privately through ACT (including those NFQ)
 - OML ranking (grade/MOS)
 - Board member feedback on what influenced score (+/-)
- Qualitative Management Program (QMP)
 - QMP-eligible NCO denial of service requires majority board to deny service
- NFQ-R NCOs
 - First Time NFQ-R: Formal notification of sub-standard performance
 - Informed through chain of command
 - Put on notice – subject to denial of service if reoccurrence
 - HQDA Bar to Continued Service
 - Second Time NFQ-R (in same grade): Formal notice – Denial of Service
 - Informed through chain of command
 - New date of separation 1st day of 7th month
 - NO Appeals (due process met after first time NFQ notification)



KEY TAKEAWAYS

THE ARMY INTENDS TO ACCOMPLISH THE FOLLOWING:

1. FY19 NCO PROMOTION BOARDS USED A SOLDIER'S OML STANDING TO ESTABLISH PROMOTION SEQUENCE NUMBERS INSTEAD OF TIME IN GRADE AND TIME IN SERVICE.
2. NCO EVALUATION BOARDS WILL REPLACE NCO PROMOTION SELECTION BOARDS.
3. NCO EVALUATION BOARDS WILL EVALUATE SOLDIERS ANNUALLY WITH A MISSION TO CREATE AN OML FOR USE TO INFORM A MYRIAD OF HR DECISIONS, ESTABLISHING SOLDIERS AS FQ OR NFQ. THE ARMY INTENDS TO USE THESE OMLS TO TRANSITION FROM TIME-BASED TO MERIT-BASED DECISION PROCESSES. THIS IS A TALENT MANAGEMENT EFFORT.
4. NCOS WILL LEARN THEIR ACTUAL OML STANDING (BY GRADE AND CAREER PROGRESSION MOS) THROUGH THE ARMY CAREER TRACKER.
5. NCOS WILL NOT BE ABLE TO OPT OUT OF CONSIDERATION BY AN NCO EVALUATION BOARD.



KEY TAKEAWAYS (CONTINUED)

6. THE ARMY WILL PUBLISH A LIST OF ALL NCOS WHO ARE FOUND FQ BY AN EVALUATION BOARD ALPHABETICALLY WITH THOSE NCOS WHO ARE MOST-QUALIFIED (MQ) ANNOTATED DISTINCTLY.
7. THE ARMY WILL USE THE OML TO INFORM A SLATING PROCESS FOR BN/BDE CSM AND ELIGIBILITY FOR NOMINATIVE CSM/SGM CONSIDERATION.
8. THE ARMY WILL USE AN NCO EVALUATION BOARD'S OML TO INFORM EARLY ATTENDANCE TO PME COURSES IN AN EFFORT TO QUALIFY THOSE FROM THE TOP OF THE OML FOR PROMOTION.
9. THE ARMY IS IMPLEMENTING A BAR TO CONTINUED SERVICE AGAINST NCOS (SSG THROUGH MSG) WHO FAIL TO QUALIFY THEMSELVES FOR PROMOTION BY FAILING TO COMPLETE REQUIRED DLC TRAINING SAME AS SPC/SGT POLICY).
10. THE ARMY WILL USE THE OML TO INFORM ASSIGNMENT DECISIONS (SUCH AS KEY DEVELOPMENT AND BROADENING).



KEY TAKEAWAYS (CONTINUED)

11. ANNUAL PROMOTION LISTS TO SFC AND ABOVE WITH SOLDIERS IDENTIFIED FOR PROMOTION (WITH A SEQUENCE NUMBER) WILL END AND BE REPLACED WITH A MONTHLY PROMOTION SELECTION PROCESS THAT MIRRORS HOW THE ARMY PROMOTES TO SGT AND SSG.
12. THE ARMY IS PUBLISHING QUARTERLY PROJECTIONS OF PROMOTION DEMAND FOR ALL MOS AND GRADE COMBINATIONS.
13. THE ARMY IS CONSIDERING ADDITIONAL BOARD FEEDBACK TO INCLUDE AVERAGE BOARD SCORE AND NOT JUST OML STANDING (FY22).
14. THE ARMY WILL ANNOUNCE ALL SGT THROUGH SGM PROMOTION SELECTS MONTHLY, BY THE 15TH DAY OF THE PRECEDING MONTH.
15. THE ARMY IS PLACING NCOS ON NOTICE (HQDA BAR TO CONTINUED SERVICE) THAT THEIR CONTINUED SERVICE IS AT RISK WHEN A BOARD FINDS THEM NFQ-r.
16. THE ARMY INTENDS TO DENY CONTINUED SERVICE TO NCOS WHO ARE FOUND NFQ-R A SECOND TIME IN THE SAME GRADE (DOES NOT HAVE TO BE CONSECUTIVE BOARDS).