



DEPARTMENT OF THE ARMY
SECRETARIAT FOR DEPARTMENT OF THE ARMY SELECTION BOARDS
1600 SPEARHEAD DIVISION AVENUE
FORT KNOX, KY 40122

AHRC-PDV-S (600-8-19b1)

5 May 2023

MEMORANDUM FOR Director of Military Personnel Management, Office of the Deputy Chief of Staff G-1, 300 Army Pentagon, Washington, DC 20310-0300

SUBJECT: Field After Action Report – Fiscal Year 2023 (FY23) Regular Army (RA) and United States Army Reserve Active Guard Reserve (USAR AGR) / Individual Mobilization Augmentee (IMA) Master Sergeant (MSG) Evaluation Board

1. References

- a. AR 600-8-19 (Enlisted Promotions and Reductions), 16 May 2019.
- b. Department of the Army Pamphlet 600-25, 11 December 2018.
- c. DAPE-MPE-PD, Memorandum of Instruction (MOI), 26 March 2023, Instructions for the Fiscal Year 2023 (FY23) Regular Army (RA) and United States Army Reserve Active Guard Reserve (USAR AGR) / Individual Mobilization Augmentee (IMA) Master Sergeant (MSG) Evaluation Board.

2. General: Fiscal Year 2023 (FY23) Regular Army (RA) and United States Army Reserve Active Guard Reserve (USAR AGR) / Individual Mobilization Augmentee (IMA) Master Sergeant (MSG) Evaluation Board convened at the DA Secretariat, Fort Knox, Kentucky on 18 April 2023, to evaluate the performance and potential of eligible RA, USAR AGR, and IMA Soldiers.

3. Board Issues and Observations

- a. Non-Commissioned Officer Evaluation Reports (NCOER)
 - (1) Discussion:
 - (a) NCOERs continue to be the most important document to identify the Most Qualified vs. Fully Qualified candidates. Broad senior rater/rater comments make it difficult to identify the Most Qualified candidates (top 15% I have served within the last 20 years) vs. (#1 of 7 First Sergeants (1SGs) I currently senior rate). The board also observed senior rater comments were too wordy and inconsistent between overall senior rater assessment and rated Soldier potential.

AHRC-PDV-S (600-8-19b1)

SUBJECT: Field After Action Report – Fiscal Year 2023 (FY23) Regular Army (RA) and United States Army Reserve Active Guard Reserve (USAR AGR) / Individual Mobilization Augmentee (IMA) Master Sergeant (MSG) Evaluation Board

(b) The panel observed many fictional Duty Titles and Descriptions within the NCOERs, as compared to FMS web, e.g., Acting First Sergeant/Academic Team Sergeant.

(c) The panel noticed the lack of Complete the Record evaluations which failed to ensure that respective positions were evaluated towards career development (CD) time. The panel also noticed a lack of adherence to DA 623-3 due to non-rated codes on extended annual NCOERs.

(d) The panel observed the Army Combat Fitness Test (ACFT) score did not consistently populate within the SRB.

(e) Referred evaluations with missing supporting documentation or context leave interpretation up to an individual board member assessment. This may result in more favorable or negative interpretation other than originally intended by rating chain.

(f) Soldiers who refuse to sign their evaluations were seen unfavorably by the board. The importance of a Soldier's signature on an evaluation is to verify all administrative data is correct prior to submission.

(2) Recommendations:

(a) The panel recommends senior rater comments be consistent between box check, enumeration, and verbiage. In addition, to be frank and direct in rating and use hard numeration versus percentage (e.g., the use of the ESPN format: Enumerate, Schooling, Promotion, Next assignment).

(b) The panel recommends duty titles and descriptions match the Modification Table of Organizational Equipment (MTOE) position on the Force Management System (FMS) web. Special Mission Units (SMUs) should ensure correlation between unit MTOE position and Career Management Field (CMF) equivalent CD position is clearly articulated. For example, "Assault Team Sergeant"/"Team Leader" is equivalent to "Special Forces Operational Detachment – Alpha (SFOD-A) Team Sergeant".

(c) The panel recommends the use of DA PAM 623-3 for guidance on the use of a complete record evaluation as well as the proper use of non-rated codes on extended annual evaluations. Extended annuals should not exceed 12 months of rated time.

(d) The panel recommends the ACFT score be recorded within the comments section of Part IV of the NCOER.

AHRC-PDV-S (600-8-19b1)

SUBJECT: Field After Action Report – Fiscal Year 2023 (FY23) Regular Army (RA) and United States Army Reserve Active Guard Reserve (USAR AGR) / Individual Mobilization Augmentee (IMA) Master Sergeant (MSG) Evaluation Board

(e) The board recommends rating officials ensure a completed evaluation report is filed, including any supporting documentation, and/or comments as appropriate to support clarity.

(f) The board recommends rating officials ensure Non-Commissioned Officers (NCOs) understand the importance of the Service Members (SMs) signature on the NCOER, what the signature means, and how it may affect the SM during a board is extremely important.

b. Education

(1) Discussion: Board members looked favorably upon candidates who were pursuing and completing a college degree, in addition to SMs who exceeded standards during Professional Military Education (PME) (e.g., Distinguished Graduate or Commandants List).

(2) Recommendation: The board recommends SMs continue to seek Civilian Education opportunities and strive for excellence during Professional Military Education (PME). Senior Leaders should continue to teach, coach, and mentor their subordinates on the importance of furthering their education.

c. Talent Management

(1) Discussion:

(a) The board observed Soldiers being moved prior to completion of required CD time, e.g., 1SG.

(b) The board recommends leaders reinforce, promote, and convey the importance of senior rater counseling in order to develop the Army's future leaders. If the senior rater isn't providing clarity on where the NCO ranks within their peer group, NCOs should seek this information. NCOs have a responsibility to request rater and senior rater counseling prior to signing their evaluations (if they are not forwarded the opportunity).

(2) Recommendation:

(a) Soldiers who are performing in respective CD positions should remain in position until CD is complete. Removing a Soldier prior to CD completion is incongruent with respective to CMF proponent guidance and sends conflicting signals to the board. If a Soldier is removed for any reason, an NCOER should reflect this action. For example, a Soldier served 22 months with high marks as a 1SG and then is

AHRC-PDV-S (600-8-19b1)

SUBJECT: Field After Action Report – Fiscal Year 2023 (FY23) Regular Army (RA) and United States Army Reserve Active Guard Reserve (USAR AGR) / Individual Mobilization Augmentee (IMA) Master Sergeant (MSG) Evaluation Board

repositioned as a Senior Military Science Instructor. The panel recommends Senior Enlisted Leaders have more oversight in Soldier talent management.

(b) The board recommends rating officials evaluate the position and not the CMF when evaluating their NCOs. Additionally, rating officials should provide the necessary feedback through quarterly counseling to ensure NCOs are aware of and acknowledge their areas of improvements to keep them competitive amongst their peers.

d. Diversity of Assignments

(1) Discussion: Panel looked favorably to those who moved between Leadership opportunities in operational and generating assignments.

(2) Recommendation: Leaders at all echelons should counsel subordinates NCOs on how diversity of assignments can help separate them from their peers and become a more well-rounded NCO.

4. Conclusion or general comments. The quality of the MSG candidates seen by the board were evident throughout the voting process. Letters to the board president that were in accordance with regulatory guidance and had enclosures were seen as favorable by the board. It is also recommended that NCOs take the time to review their board files and ensure the file is accurate and certifiable.

