



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

OCT 23 2019

DAPE-MPE-PD

**MEMORANDUM FOR PRESIDENT AND MEMBERS, FISCAL YEAR 2020 (FY20)
REGULAR ARMY (RA) AND UNITED STATES ARMY RESERVE (USAR) ACTIVE
GUARD RESERVE (AGR) SERGEANT MAJOR (SGM) TRAINING AND SELECTION
BOARD**

SUBJECT: Instructions for the FY20 RA and USAR AGR SGM Training and Selection Board

1. Authority. This selection board is scheduled to convene on 4 December 2019 under the authorities established within AR 600-8-19 and AR 614-200 to select eligible candidates as required. Selection to attend the U.S. Army Sergeants Major Course (USASMC) results in selection for promotion to SGM upon successful completion of the course.

2. Membership.

a. You were chosen to serve on this board because the Army has confidence in your ability to recognize those noncommissioned officers (NCOs) who will make the greatest contribution as senior leaders. The objective of the selection process is to identify Army professionals who are prepared to lead the Army through our future end state of 2028. These NCOs will be ready to deploy, fight and win decisively against any adversary, anytime and anywhere, in a joint, combined, multi-domain, high-intensity conflict, while simultaneously deterring others and maintaining its ability to conduct irregular warfare. Your collective responsibilities as board members are vital to the future of the Army.

b. 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 have taken obliges you to ensure that all eligible NCOs are considered without prejudice or partiality. You will adhere to that oath and to all governing directives, regulations, written administrative instructions regarding board procedures, and these instructions in selecting NCOs who meet the needs of the Army, as outlined here. Your failure to do so may be cause to remove you from this board.

3. Selection Objectives and Requirements. A specified mission, eligibility and selection criteria, and additional instructions are at Annex A.

4. Guidance. There are many qualities the Army seeks in all of its leaders. In fulfilling this important task, you should use the following points of reference and general guidance:

DAPE-MPE-PD

SUBJECT: Instructions for the FY20 RA and USAR AGR SGM Training and Selection Board

a. The Army Profession. Professional character is the foundation of our strength and the basis of successful leaders. Noncommissioned officers must serve as the consummate example of the Army Profession. The bedrock of our profession is trust: between Soldiers, between Soldiers and leaders, between Soldiers and their Families with the Army, and between the Army and the American people. Professionals earn and maintain trust through ethical, effective, and efficient application of their expertise. We need leaders who forge unyielding commitment to the Army Profession and maintain absolute trust with their subordinates, their peers, their superiors, our Families, the Army, and the nation.

b. Warrior Ethos. The Warrior Ethos refers to the professional attitudes and beliefs that characterize the American Soldier. It reflects a Soldier's selfless commitment to the nation, mission, unit, and fellow Soldiers. The Warrior Ethos is developed and sustained through discipline, commitment to the Army Values, and pride in the Army's heritage. The Warrior Ethos is the foundation for the winning spirit that permeates the institution.

c. Strategic Leadership. Our Nation will continue to face an increasingly uncertain and complex strategic environment. The complexity of our future operational environments will be characterized by multiple actors, chaotic conditions, asymmetric threats, rapidly changing technology and competition for wealth, resources, influence, identity and legitimacy. The range of challenges in this complex environment will include state, near-state, and transnational threats; terrorism; criminality; cyber and information exploitation; and WMD proliferation. Army leaders must be operationally adaptive to understand and dominate this complex environment. It is your charter to identify NCOs that demonstrate the capability of leading and running the Army in this environment. All Army leaders must be:

- (1) competent in their core proficiencies;
- (2) capable of operating across the range of military operations;
- (3) able to combine operational excellence with the ability to operate in joint, interagency, intergovernmental, and multinational environments to achieve unity of effort;
- (4) able to understand the socio-economic environment and be culturally astute in order to successfully operate in complex, uncertain environments;
- (5) courageous enough to see and exploit opportunities in the challenges and complexities of the operational environment; and

DAPE-MPE-PD

SUBJECT: Instructions for the FY20 RA and USAR AGR SGM Training and Selection Board

(6) grounded in the Army Values and the Warrior Ethos.

d. Leader attributes. Leadership attributes are characteristics internal to a leader; shaping how an individual behaves and learns in their environment. Character is the essence of who a person is, what a person believes, and how a person acts. Select leaders of character who embrace the Army leader attributes and competencies. The following leadership attributes (character, presence, and intellect) affect actions that leaders perform. Good character, solid presence, and keen intellect enable the core leader competencies to be performed with greater effect.

(1) Character. Board members should identify NCOs whose words and deeds are in full accord with their oath of enlistment to support and defend the Constitution, without any mental reservation or purpose of evasion. Look for leaders who do what is right, legally and morally. Integrity is a key mark of a leader's character. Look for leaders who unwaveringly adhere to applicable laws, regulations, and unit standards while building credibility with their subordinates. Identify leaders of integrity; adhering to Army values that are part of their personal identity and setting a standard for their followers to emulate. Identify those showing empathy in leading and caring for Soldiers, Army Civilians, and Army Families and, in doing so, do not condone harassment in any form, to include sexual harassment. Further, board members should identify only those NCOs who best embody the Army Values, who get results through positive leadership and whose actions, both on and off duty, reflect the highest credit on the Army as an institution. Our NCOs must be exemplars of good character in all these respects.

(2) Presence. Board members should select and advance leaders who project military and professional bearing, holistic fitness, confidence and resilience. The impression a leader makes on others contributes to their success in leading them. The impression is the sum of the leader's outward appearance, demeanor, actions and words. Select leaders who do not just show up, but those whose actions, words and manner carry themselves as caring leaders.

(3) Intellect. Identify leaders who can think through problems, create solutions, and make decisions. Look for leaders who are mentally agile. Seek leaders who display sound judgment, showing a capacity to assess situations shrewdly and draw sound conclusions. Identify those who are able to introduce new ideas based on opportunities or challenging situations. Our best leaders have the capacity to understand interactions with others and are fully aware of how others see them; sensing how to interact with them effectively.

DAPE-MPE-PD

SUBJECT: Instructions for the FY20 RA and USAR AGR SGM Training and Selection Board

e. Leader competencies. There are three categories of leader competencies. The Army leader serves to lead others; to develop the environment, themselves, others and the profession as a whole; and to achieve organization goals.

(1) Leads. Board members should recognize NCOs who motivate, inspire, and influence others to take initiative, work toward a common purpose, accomplish critical tasks, and achieve organizational objectives. The best leaders influence others to go beyond their individual interest and work for the common good. Select and advance leaders who build trust to mediate relationships and encourage commitment among followers. Look for leaders who extend their influence beyond the chain of command, using indirect influence such as diplomacy, negotiation, mediation, arbitration, partnering, conflict resolution, consensus building, and coordination. We must have leaders who lead by example. These are the NCOs who maintain standards and provide effective examples through their actions. Look for leaders who communicate effectively. Communication is essential to all other leadership competencies.

(2) Develops. Board members should seek leaders who create a positive environment and those who foster esprit de corps. Recognize NCOs who are aware of their limitations and strengths and seek self-development. Leaders maintain self-discipline, physical fitness, and mental well-being. Look for NCOs who develop others, encouraging and supporting others to grow as individuals and teams. The best qualified NCOs are stewards of the profession. They take care of the Army profession by applying a mindset that embodies cooperative planning and management of resources.

(3) Achieves. Identify leaders who get results. Look for leaders who get results by providing guidance and managing resources, as well as by performing the other leader competencies. These NCOs focus on consistent and ethical task accomplishment through supervising, managing, monitoring, and controlling the work.

f. Soldier Fitness and Resiliency. Noncommissioned officers must possess military bearing, be physically fit, and have sound health, strength, and endurance to sustain emotional health and conceptual abilities under prolonged stress. They must project confidence and inspire trust. Leaders must possess the ability to grow and thrive in the face of challenges and be resilient, able to recover quickly from unexpected setbacks while maintaining a mission and organizational focus.

g. Experience and Education. It is important for the NCOs you select and advance to have the right mix of field and headquarters experience, and the training and education to meet the current and future leadership requirements of both the Army and the Joint Force. With our forces supporting multiple and simultaneous operations

DAPE-MPE-PD

SUBJECT: Instructions for the FY20 RA and USAR AGR SGM Training and Selection Board

around the globe, experience gained through deployments and in other challenging assignments prepare our NCOs to lead. Experience counts.

h. Marital status. Board members will not consider the marital status of any NCO under consideration, or the employment, education, or volunteer service of an NCO's spouse. In addition, law, DOD directives and Army regulations require that evaluation reports not contain any information regarding the employment, education, or volunteer service of an NCO's spouse or reflect favorably or adversely on an individual based on their marital status. If any records contain such prohibited information, board members will disregard it.

i. Operational factors. Previously accepted rules and conventions regarding personnel management timelines no longer apply. While 24 months in key positions has traditionally been optimal, performance and demonstrated potential in these positions is what is important, not the number of months spent in that position. Operational factors and needs of the Army affect the assignments all NCOs receive – the constraint of time, Army requirements, positions available, and unit readiness. View an NCO's experience not in terms of one key assignment, but as a combination of many assignments and deployments over time.

j. Assignment considerations. All assignments are important to sustain a trained and ready Army. Each career field places unique demands on the NCO Corps and serves an important Army need. As a result, there are unprecedented requirements being placed on the force. Involuntary extensions in an assignment should not reflect unfavorably on any NCO. Board members should review the operational experiences of senior NCOs who have filled these types of duties and give credit for those assignments outside their operational units as career enhancing. Combat experience should be considered favorably when identifying best qualified leaders; however, the absence of combat experience, or support of deployed forces, for example, shall not be a basis for non-selection. Key and developmental positions are at Annex B.

(1) Broadening Assignments. Broadening experiences are achieved through assignments that support developing leaders who are broad enough to operate with a global mindset and across the full spectrum of conflict. The board should consider assignments that broaden senior NCO leaders through experiences outside the tactical operational realm as part of the developmental process to prepare them for responsibilities at more senior levels.

(2) Unique and key developmental positions. Given the most recent operational environment, pay particular attention to NCOs with service in key assignments that have a strategic impact. These assignments are deemed key developmental positions.

DAPE-MPE-PD

SUBJECT: Instructions for the FY20 RA and USAR AGR SGM Training and Selection Board

(3) Assignments with reserve component (RC) units are exceptionally important to an NCO's understanding of the unique roles played by both the USAR and the Army National Guard (ARNG) in our total Army mission. Such assignments are seen as career enhancing for those who hold them, because there are a limited number of these opportunities, and they confer an advantage in understanding the processes and capabilities that are unique to our reserve components. The board should understand the important and challenging nature of RC duty and provide adequate consideration in the overall evaluation of each NCO's record.

5. Diversity and Equal Opportunity. Effective leaders understand that organizational success depends on the ability of people of all backgrounds to work together. Select candidates who create and maintain an inclusive environment where individual attributes are recognized, accepted, and, most importantly, valued, regardless of race, color, national origin, religion, sex (including gender identity), or sexual orientation. You must strictly avoid consideration of any factors other than merit and ability, as specified elsewhere in this MOI, in selecting only the best qualified NCOs for training (for the purpose of promotion). This guidance shall not be interpreted as requiring or authorizing you to extend any preference of any sort to an NCO or group of NCOs on the basis of race, color, national origin, religion, sex (including gender identity), or sexual orientation.

6. Additional Guidance.

a. As a board member you are required to familiarize yourself with, and have present in the board room, Department of the Army Pamphlet (DA Pam) 600-25, U.S. Army Noncommissioned Officer Professional Development Guide, dated 11 December 2018, along with the approved Talent Management Model for each MOS captured from the approved online MilSuite DA Pam 600-25 application. In your duties as a board member, use DA Pam 600-25 and the Talent Management Model not as specific selection criteria, but as a guide in your deliberations, keeping in mind the evolving strategic environment and the broad range of tasks the Army performs.

b. Prior to beginning board operations, the board president will review the contents in this MOI with all board members present and confirm that they all understand the expressed guidance. The board will abide by this guidance and will not establish criteria other than those specified in this MOI.

c. Adverse information. We must identify future leaders with impeccable character. The bar for ethical decision-making and behavior is high. You may not recommend an NCO for attendance at USASMAC for the purpose of promotion to SGM unless a majority of the board members, after considering any adverse information about the

DAPE-MPE-PD

SUBJECT: Instructions for the FY20 RA and USAR AGR SGM Training and Selection Board

NCO (when present), finds that the NCO is among the best qualified for selection to meet the future needs of the Army. Access to the restricted portion of the AMHRR is not authorized.

d. The board president is responsible for submitting two (2) After Action Reports (AARs). Additional instructions are at Annex A.

e. Do not communicate with anyone except a recorder or myself concerning this board. After the board report is signed and a draft AAR is submitted to the DCS, G-1, board members are authorized to discuss board proceedings with the Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA (M&RA)), the DCS, G-1, or their representatives, prior to recess. You will not disclose specifics pertaining to the selection or non-selection of individuals during such a discussion.

f. Except when otherwise noted, board members may not use personal knowledge of a Soldier in their 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 may, if deemed reasonable, request authority from the DMPM to release the information to the board.

7. Conclusion. Thank you for your service as a member of this board. The CSA's #1 priority is people, we win by doing the right things the right way; we win with our people, and that's why people matter! People are the cornerstone of our Army's readiness, modernization and reform, your selection of NCOs to lead these efforts is a critical task to support these efforts. I have great confidence in your ability to carry out this important responsibility.

BY ORDER OF THE SECRETARY OF THE ARMY:

Encls
as


DOUGLAS F. STITT
Brigadier General, GS
Director of Military
Personnel Management