



# **HQDA Training Brief**

## **Centralized NCO Evaluation**

### **Board Concepts**

REGULAR ARMY & US ARMY RESERVE (AGR)



# 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)

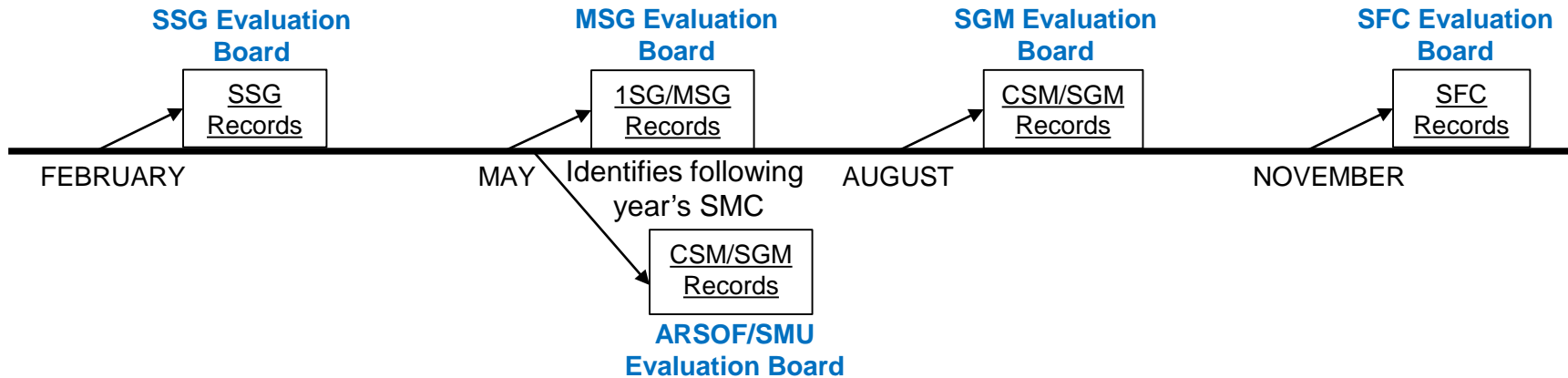
- **Improve professionalism of the NCO Corps**

- 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



- 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
- ARSOF/SMU board: Supports identification of NCOs to serve against CSM & Nominative requirements and evaluates CMFs 18, 37 and 38 records. All CSM/SGM (other than CMFs 18, 37, and 38) who are not slated as a CSM or against a Nominative position will be further evaluated by the CSM/SGM Board (August) for inclusion onto an Army OML



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# HOW

- **Improve readiness**

- Promotions

- NCOs are “selected” (for pin-on) monthly - when requirement exists (mirrors current SGT/SSG process)
    - HRC to publish quarterly “anticipated demand” by grade/MOS (predictability) to HRC website
    - NCO “selects” must be FQ (PME; good standing, etc.)
    - NCOs re-assessed annually when not “selected for pin-on”
    - NCOs cannot deny promotion to SFC and above (Army to benefit from investment)
      - Establish denial of service separation date (1<sup>st</sup> day of 13<sup>th</sup> month) when NCO declines promotion

- **Improve professional development**

- Informed merit-based scheduling (SLC, MLC, SMC) to qualify NCOs 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

- Eliminate RCPs (Merit/Requirements-based continuation of service)
    - Not Fully Qualified NCOs (put on notice)
      - 1X NFQ (in-grade) = HQDA Bar to Continued Service
      - 2X NFQ (in-grade) = Denial of Continued Service (1<sup>st</sup> day of 7<sup>th</sup> month)
      - QMP decisions (majority board vote “1”)
      - QSP decisions (merit-based)





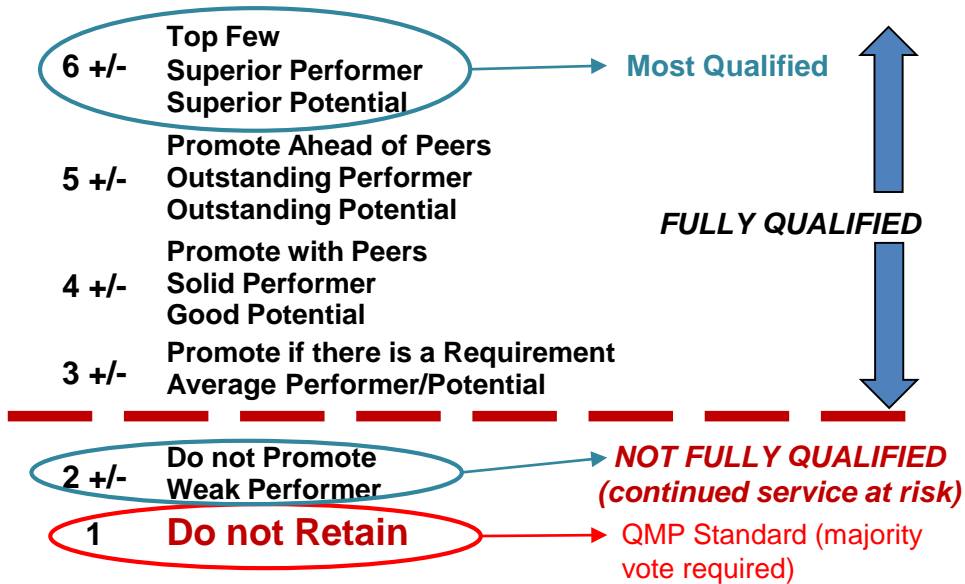
# NCO EVALUATION BOARD

- Conducted annually (NCOs with 18 months time in grade):
  - 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 fully qualified (FQ) or not fully qualified (NFQ)
- OML: Used to inform decisions
  - Training
  - Assignments
  - Promotion
  - Retention
- Eligibility announced by MILPER message
- No OML will be published – only NCOs who are fully qualified alphabetically (Most Qualified will have an asterisk)
- Army Career Tracker will tell you your OML ranking (compared to your peers) in your Career Progression MOS



# 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.
8	22 -2	#	Best, M.
8	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.

**GARY CHO**

**HOME**

- TRACK
  - CAREER DASHBOARD
  - CAREER RECORD
  - ORDER OF MERIT LIST**
  - LEADERS & MENTORS
  - MESSAGES
  - REMINDERS
- PLAN
  - SPONSORSHIP
  - SPONSORSHIP (TPU)
  - SPONSORSHIP HELP
  - ACT ADMIN
  - HELP & SUPPORT

**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 NELSON	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 selected in ACT, click UPDATE YOUR LEADERS OR MENTORS HERE or select the ADD button.*







# PROMOTION

## Projected to start 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
  - HRC announces by-name selects NLT 15<sup>th</sup> day month preceding promotion effective date
- NCO must be otherwise FQ for pin-on (PME, TIS/TIG, not flagged, etc.)
- NCOs failing to complete DLC by Primary Zone will have HQDA Bar to Continued Service imposed (mirrors current E4/E5 policy)
- Army expects NCOs to accept promotion to SFC and above; otherwise NCOs declining promotion will have HQDA Bar to Continued Service

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



# MONTHLY PROMOTION PROCESS

**Projected to start in FY21**

- Monthly promotion process to select for promotion pin-on to SGT through SGM
  - Mirrors current SGT/SSG promotion process
  - Significantly improves readiness
    - Ability to promote to emerging/immediate requirements
    - Prohibits promoting excess (eliminating skill/grade imbalances)
- First board programmed under this concept is the FY21 SFC Evaluation Board (tentatively set for November 2020)
  - Reviews SFC records – establishes eligibility for MSG promotion pin-on

Monthly Eligibility file created

<b>HRC (EPMD/TAG-D) DATA PROCESSING</b> OML/Data pull (1st day, 0200-EST) Application of model and approval of promotion allocations  <b>TAG-D</b> All by-name selects announced NLT 15th of the month															<b>SELECTIONS ANNOUNCED</b>	<b>UNIT</b> ENSURE PERSONNEL INFORMATION MANAGEMENT ACCURACY  ARRANGE APPROPRIATE CEREMONY  <b>SOLDIER</b> 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	
MONTHLY CYCLE (DAY OF THE MONTH) - PROCESS																															



# ASSIGNMENT DECISION PROCESS

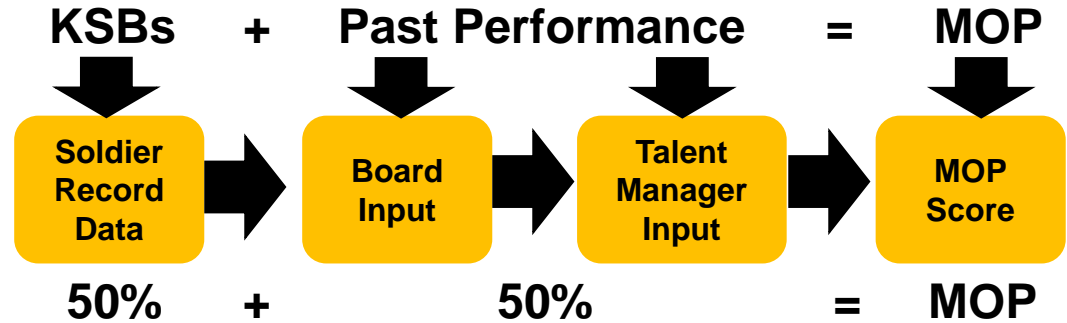
- HRC Manner of Performance (MoP) Tool
  - Influenced by NCOs OML status (by grade/MOS) (influences metrics)
- Management (future)
  - No (P) inventory until NCO is a by-name select (monthly)
  - Evaluations (Top Box limitations) to be based on current grade (not (P) Status)
  - IPPS-A talent management (self-reporting behaviors)
- OML-based identification of NCOs for 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 (merit-based ranking) to inform slating/selection for assignment along with Soldier's preferences



# 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
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)
  - Eligibility begins with 18 months in grade
- 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 your opportunity to train!**

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



# DENIAL OF SERVICE

- All Soldiers considered (cannot opt out)
  - Eligibility for board consideration begins with 18 months in grade
- Board Mission: Annual merit-based evaluations
  - OML with fully qualified (FQ)/not fully qualified (NFQ)
  - Not Fully Qualified (NFQ)
- 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 score of “1”
- NFQ NCOs
  - First Time NFQ: Formal notification of sub-standard performance
    - Informed through chain of command
    - Put on notice – subject to denial of service if reoccurrence
  - Second Time NFQ (in same grade): Formal notice – Denial of Service
    - Informed through chain of command
    - New date of separation 1<sup>st</sup> day of 7<sup>th</sup> month
      - NO Appeals (due process afforded after first time NFQ)



# VOTER FEEDBACK

This particular piece (voter feedback) is not expected to be in place (in the overarching transition plan) until the FY20 CSM/SGM Talent Assessment Board in AUGUST 2020. If automation prevents; can be delayed. No expectations sooner.

As with almost all things we do, taking baby steps is always better than big huge leaps. If we simply stick to the areas that are very basic (ADP 6-22, MOI and NCOER specific), it's a step towards something in the future that can be further refined, if needed. Stick by the idea that we should limit feedback (as of now) to the basics:

- Character (Army values, discipline)**
- Presence (fitness, bearing, resilience)**
- Intellect (innovation, expertise, mental agility)**
- Leads (lead by example, influences others)**
- Develops (develops self and others)**
- Achieves (gets results)**

Member identifies if positive or negative impact using “+” or “-” keys

Intent is to NOT INFLUENCE how members vote – so aligning feedback on Army doctrine appears best approach.

Because we ask each member to vote based on their own knowledge/experiences applied to the MOI and DA Pam 600-25, NCOs need to understand the feedback is centered on that.

It will be a step in the right direction and we can learn, based on feedback from the field after they get to see it, if there is value added or not and what additional changes would be needed to make it more viable.



# END- STATE (ALL POLICIES EMPLACED)

- **FY22 SFC Evaluation Board – Nov 21** (evaluates SFC records)
- **FY22 SSG Evaluation Board – Feb 22** (evaluates SSG records)
- **FY22 ARSOF/SMU CSM/SGM Evaluation Board – May 22** (evaluates CSM/SGM records)
- **FY22 MSG Evaluation Board – May 22** (evaluates 1SG/MSG records)
- **FY22 CSM/SGM Evaluation Board – Aug 22** (evaluates CSM/SGM records)
- Recurring, annual cycle
- Dates are approximations (give or take a week or two) dependent on DA Secretariat and other board missions





# ADDITIONAL CONSIDERATIONS

- Frocking:
  - Frocking policies will be terminated
- MOS Reclassification
  - Soldiers requiring reclassification from one MOS into another MOS will be transitioned from one OML into another based on their standing in terms of percentage.
  - If an NCO is on an OML at the 35<sup>th</sup> percentile, when transferred into another OML in a new MOS, that NCO would be transitioned at the 35<sup>th</sup> percentile.
- Promotion Stagnation
  - The Army measures stagnation by assessing promotion timing by years of service at promotion. While MOSs differ because of approved structure, they are compared to Army averages to ensure continued opportunities for promotion exist. When it's been determined that viable career paths are unattainable, the Army would exercise its authority to deny continued service under the QSP; creating viable career paths for others. This would be informed by use of the OML – starting at the bottom, working up.



# ADDITIONAL CONSIDERATIONS

- Temporary Promotions (AR 600-8-19, dated 16 May 2019)
- The DCS, G-1 may, during specified periods designated in writing, authorize temporary promotions to the grade of SGT and above
  - Currently tied to IPPS-A rollout (automation capability)
- A temporary promotion is a promotion to the next higher grade that terminates on a specified date unless an established requirement is met
- A temporary promotion authorized under this provision will remain until such time the condition is met, at which point the promotion is permanent, or the promotion expires, whichever occurs first
- Temporary promotions that expire require the Soldier to revert to their former grade. There will be no recoupment of pay and allowance and the Soldier's original date of rank and effective date will be restored
- The Soldier must not be flagged and otherwise eligible for promotion
- Obligated service that may be incurred as a result of the promotion is not applicable until such time the temporary promotion is permanent



# KEY TAKEAWAYS

## THE ARMY INTENDS TO ACCOMPLISH THE FOLLOWING:

1. ALL FY19 NCO PROMOTION BOARDS WILL USE 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 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 INTENDS TO INSTITUTE A BAR TO CONTINUED SERVICE AGAINST NCOS (SSG THROUGH MSG) WHO FAIL TO QUALIFY THEMSELVES FOR PROMOTION BY FAILING TO COMPLETE REQUIRED DLC TRAINING (CONSISTENT WITH CURRENT 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 WILL PUBLISH QUARTERLY PROJECTIONS OF PROMOTION DEMAND FOR ALL MOS AND GRADE COMBINATIONS.
13. THE ARMY WILL CREATE A PROCESS FOR BOARD MEMBERS TO PROVIDE FEEDBACK TO NCOS FOLLOWING AN EVALUATION BOARD ON WHAT INFLUENCED THEIR VOTE WHILE REVIEWING THE NCO'S RECORD.
14. THE ARMY INTENDS TO INITIATE A BAR TO CONTINUED SERVICE AGAINST NCOS WHO REFUSE PROMOTION AFTER HAVING BEEN IDENTIFIED AS THE BEST QUALIFIED NCO FOR PROMOTION.
15. THE ARMY WILL ANNOUNCE ALL SGT THROUGH SGM PROMOTION SELECTS MONTHLY, BY THE 15TH DAY OF THE PRECEDING MONTH.



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# KEY TAKEAWAYS (CONTINUED)

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16. THE ARMY INTENDS TO PLACE NCOS ON NOTICE THAT THEIR CONTINUED SERVICE IS AT RISK WHEN A BOARD FINDS THEM NFQ.

17. THE ARMY INTENDS TO DENY CONTINUED SERVICE TO NCOS WHO ARE FOUND NFQ A SECOND TIME IN THE SAME GRADE.



# REFERENCES

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- Army Directive 2019-15, Enlisted Centralized Boards, dated 4 April 2019
- All Army Activity (ALARACT) Message 031/2019 Enlisted Centralized Selection Boards (R 191811Z APR 19)
- HQDA Memorandum (DCS, G-1), Fiscal Year 2019 Command Sergeant Major/Sergeant Major Evaluation Board, dated 22 April 2019
- Military Personnel (MILPER) message 19-137 (Fiscal Year 2019 Regular Army and United States Army Reserve (Active Guard Reserve) Command Sergeant Major/Sergeant Major Evaluation Board (issued 1 May 2019)