



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

AHRC-PDV-S

25 February 2021

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 2021 (FY21) Regular Army (RA) and United States Army Reserve (USAR) Active Guard Reserve (AGR) Staff Sergeant (SSG) Evaluation Board

1. References.

- a. AR 600-8-19, Enlisted Promotions and Reductions, dated 16 May 2019.
- b. Department of the Army Pamphlet 600-25, dated 11 December 2018.
- c. DAPE-MPE-PD, Memorandum of Instruction (MOI) dated 12 January 2021 Subject: Instructions for the FY21 RA and USAR AGR SFC Evaluation Board

2. General: The Fiscal Year 2021 (FY21) Regular Army (RA) and United States Army Reserve (USAR) Active Guard Reserve (USAR AGR) Staff Sergeant (SSG) Evaluation Board convened at the DA Secretariat, Fort Knox, Kentucky on 02 February 2021, to evaluate the performance and potential of eligible RA and USAR AGR Soldiers.

3. Board Issues and Observations.

a. Enlisted Record Briefs (ERBs) maintenance

(1) Discussion: ERBs were missing pertinent data and/or had inaccurate data. Examples include: Missing assignment history (when compared to NCOERs), missing Professional Military Education (PME) graduate status (i.e. Commandant's List, Distinguished Leadership, and Distinguished Honor Graduate), and missing Civilian education (not uploaded into the Soldier's AMHRR). The discrepancies on the ERBs, NCOERs, and AMHRRs reflected negatively.

(2) Recommendation: Inaccurate ERBs potentially placed evaluated NCOs in a category to receive a lower Order of Merit List (OML) number. NCOs that failed to update their ERBs and AMHRR instantly showed the board members a lack of ownership by the evaluated NCO. NCOs are solely responsible for the information presented in their board file (ERB/AMHRRs). Commanders and units should utilize the Board File Certification Report on the HRC website to confirm eligible Soldiers reviewed and validated the file prior to the My Board File closing.

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b. Letters to the President of the Board

(1) Discussion: There were numerous letters to the President of the Board that highlighted missing and incomplete data.

(2) Recommendation: Evaluated NCOs should use the letter to the President of the Board cautiously. NCOs should NOT submit a letter to the Board President to highlight incomplete or inaccurate data on the ERB that was not updated due to the evaluated NCO's own inability or initiative. NCOs should use this letter to clarify items such as authorized gaps in rating periods, missing or inaccurate data on the ERB that could not be fixed, and missing assignment history due to prior service, etc. NCOs should ensure that all letters submitted to the President of the Board are signed.

c. Professional Military Education (PME)

(1) Discussion: Evaluated NCOs must take the opportunity during PME to separate themselves from their peers through superior academic achievements. Excelling in PME sends a clear message to the board concerning an NCO's dedication to their profession. Commandant's List, Honor Graduate, Distinguished Leadership, and Distinguished Honor Graduate highlight NCOs with the highest potential during the evaluation board process.

(2) Recommendation: It is pertinent for leaders at all levels to counsel their NCOs on the importance of PME and distinguishing themselves from their peers. Highlighting the importance of PME achievements is a critical conversation between Leaders and their NCOs prior to PME attendance.

d. Special Duty Assignments

(1) Discussion: Successful completion as a Drill Sergeant, Recruiter, and other Special Duty assignments were viewed favorably by the board members.

(2) Recommendation: Failing to perform well in a primary MOS after successfully completing Drill Sergeant, Recruiter, and Special Duty assignments sent an unfavorable message to the board that some NCOs decided not to perform to their fullest potential. NCOs must continue to be well rounded Leaders and continue to execute to the best of their abilities in every assignment.

e. Assignment History/ Additional Duties

(1) Discussion: The board favored high performers in positions of increased responsibility that also sustained HQ/MQ performance in a variety of roles, varied units, and

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duty assignments. These candidates stood out from those that had sustained performance in the same unit and position for extended periods of time.

(2) Recommendation: Continual efforts should be made over a career to enhance military expertise and personal growth through diversity of assignments or appointed duties that are specific toward enhancing the military expertise for a specific CMF (For CMF 19: master gunner, ARC, etc.) or those that enhanced an NCO's ability to contribute toward the health and welfare of the command (All MOS: MRT, SHARP, EEO, Retention, etc.). NCOs should work with talent managers and units to ensure they are following the guidance in DA PAM 600-25, prioritizing KD completion for their specific CMF. Furthermore, the ERB assignment history and NCOERs should match accordingly.

f. Education

(1) Discussion: NCOs who completed civilian education were viewed favorably by the board. This included Associate, Bachelor, and Master Degrees as well as certifications. Additionally, Military education that complimented the candidate's career field or unit readiness were viewed positively.

(2) Recommendation: Continual efforts should be taken by NCOs to complete civilian and military education. Additionally, ERB and transcripts should reflect completion. Many candidates did not have the necessary supporting documentation, such as transcripts. NCOs need to ensure files are completed and updated on a regular basis.

g. Fitness

(1) Discussion: NCOs with files that reflected superior fitness levels were viewed favorably by all board members.

(2) Recommendation: NCOs and units should ensure that fitness levels are articulated to the board and highlighted on ERBs, NCOERs, and 1059s.

4. Conclusion or general comments. The Staff Sergeant Evaluation Board is highly competitive and allows NCOs to highlight their talents and receive OML enumeration amongst their peers, giving the NCOs a true evaluation and assessment of their performance and potential. This revised board process should encourage all NCOs to continuously perform at the highest level and regularly demonstrate clear potential for future service in our Army.

GARRICK M. HARMON
Brigadier General, U.S. Army
Board President