



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

DAPE-MPE-PD

12 January 2021

**MEMORANDUM FOR PRESIDENT AND MEMBERS, FISCAL YEAR 2021 (FY21)
REGULAR ARMY (RA) AND UNITED STATES ARMY RESERVE ACTIVE GUARD
RESERVE (USAR AGR) STAFF SERGEANT (SSG) EVALUATION BOARD**

SUBJECT: Instructions for the FY21 RA/USAR AGR SSG Evaluation Board

1. Purpose and Authority. This board is convened to evaluate the performance and potential of eligible Regular Army (RA) and United States Army Reserve Active Guard Reserve (USAR AGR) Noncommissioned officers (NCOs). This board is convened pursuant to the authorities established in Army Regulation (AR) 600-8-19 and AR 635-200, and further modified by:

a. Army Directive 2019-15 (Enlisted Centralized Selection Boards) dated 4 April 2019.

b. HQDA Memorandum, DAPE-ZA, Subject: Headquarters, Department of the Army (HQDA) Fiscal Year 2021 (FY21) Noncommissioned Officer (NCO) Evaluation Boards dated 17 June 2020.

2. Introduction.

a. You have been selected to serve on this board because the Army has confidence in your ability to evaluate the performance and potential of the noncommissioned officers (NCOs) who are best qualified to make the greatest contributions as senior Army leaders in the years ahead.

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 evaluated without prejudice or partiality. You will adhere to that oath and to all governing directives, regulations, written administrative instructions regarding board procedures, including these instructions, in your evaluation of NCOs who meet the eligibility criteria, as outlined here. Your failure to do so may cause to remove you from this board.

c. Annex A contains eligibility criteria of NCOs under consideration, Annex B contains the mission, additional guidance and instructions, and Annex C contains assignment considerations.

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3. Guidance. There are many qualities the Army seeks in all of its leaders. All leaders must possess the core leadership competencies centered on leads, develops, and achieves, and other critical personal behaviors necessary to serve at the highest levels. All must have a deep and diverse base of professional experience. Fighting our Nation's wars is the Army's mission, therefore, it is difficult to predict the challenges the Army and the Nation will face in the future; our leaders must also be smart, agile, innovative, and strategic thinkers. We need senior NCOs who can lead, train, and care for Soldiers and equipment while enforcing Army standards. Taking care of Soldiers and their Families is an NCO's priority; individual training is the principal duty and responsibility of NCOs.

a. **Threshold Personal Behaviors.** In evaluating the Army's future leaders, you must ensure that the following criteria is met. Look hard for examples and indications from an NCO's career where the NCO demonstrated – or failed to demonstrate – the behaviors described below:

(1) **Integrity.** NCOs must be leaders who epitomize the Army's Values. They must be beyond reproach morally and ethically; honest in their words and deeds; and take responsibility for all they say and do.

(2) **Empathy.** NCOs must be leaders who understand and appreciate the feelings, thoughts, and attitudes of others. They must also be inclusive, exercising their empathy to fully understand problems and then develop solutions that serve the greatest good.

(3) **Discipline.** NCOs must control their own behavior in accordance with Army Values, and obey and enforce orderly practices in administrative, organizational, training, and operational duties. NCOs uphold good order and discipline, enforcing Army standards for themselves and those around them.

(4) **Physical fitness.** NCOs must be physically and mentally ready for the challenges they face.

(5) **Mental Agility.** NCOs must anticipate or adapt to uncertain or changing situations and apply multiple perspective and approaches to overcome them.

b. **Objective Personal Behaviors.** In evaluating leaders, you should consider NCOs who you believe possess and rank highest in the following personal behaviors when it comes to their performance and potential:

(1) **Develops others.** NCOs must proactively support the development of others' knowledge, capabilities, and readiness to learn. They must create a positive

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environment within their organizations, building cohesion and trust, encouraging initiative and candor, and genuinely care for people.

(2) **Steward of the Profession.** NCOs must apply good stewardship to resources within their reach, and their actions show commitment to the professional strengths of the U.S. Army.

(3) **Technical and Tactical Proficiency.** NCOs must be technically and tactically competent. They must be experts in their tradecraft so they can train subordinates; working to develop, coach, and mentor them in their careers for the greater good of the Army.

4. **Training and Education.** The NCO's career timeline provides a foundation for accumulating the necessary training, education, and experiences needed to attain competency at each grade, and serves as the catalyst to consider leaders for increased responsibilities. The culmination of prescribed training and education (unit training, institutional training, and education), and Structured Self-Development (SSD)/Distributed Leader Course (SSD/DLC), combined with the right mix of experiences (over time) across both field and headquarters assignments, result in certification and/or validation that a Soldier is fully qualified in their military occupational specialty (MOS)/grade and possess the knowledge, skills, and behaviors required to perform at a higher level of responsibility. Give due credit to NCOs who continue pursuit of advanced degrees beyond those affiliated with our Professional Military Education institutions.

5. **Diversity and Equal Opportunity.** Effective leaders understand that organizational success depends on the ability of people of all backgrounds to work together. In your evaluations, consider NCOs who create and maintain an inclusive environment where individual behaviors 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, while evaluating an NCO's performance or potential. This guidance shall not be interpreted as requiring or authorizing you to extend any preference of any sort to a group of NCOs on the basis of race, color, national origin, religion, sex (including gender identity), or sexual orientation.

6. **Conclusion.** Thank you for your service as a member of this board. Few other duties are as important as evaluating our NCOs in support of qualifying them for increasing levels of responsibility. The decisions you make will have a lasting effect on the Army, the Department of Defense, and the Nation. Our Soldiers, Army Civilians, and their Families deserve leaders who possess the character, competence, intellect, commitment, and other personal behaviors to lead them well, take care of them, and treat them with dignity,

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fairness, and respect at all times. Identifying NCOs with the traits described above is critical if we are to remain ready to deploy, fight and win our Nation's wars, and accomplish any other task assigned to our Army. I have great confidence in your ability to carry out this important responsibility.

BY ORDER OF THE SECRETARY OF THE ARMY:

Encls
as

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