

DEPARTMENTS OF THE ARMY AND THE AIR FORCE
NATIONAL GUARD BUREAU
1411 JEFFERSON DAVIS HIGHWAY

NGB-ARZ-T

30 July 2003

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: 2003 Title 10 Active Guard/Reserve (AGR) Staff Sergeant Promotion Board Results

1. Reference memorandum, NGB-ARZ-T, dated 15 October 2002, Subject: 2003 Title 10 AGR Enlisted Promotion Boards (corrected copy OCT 2002).
2. The 2002 Title 10 AGR SFC promotion board concluded 23 July 2003 at Jefferson Plaza 1, Arlington, Virginia, and considered all eligible Title 10 soldiers for promotion to staff sergeant. The following information is provided:
 - a. Enclosure 1 – Staff Sergeant Promotion Board Guidance
 - b. Enclosure 2 – Demographic Report and Voting sheet examples
 - c. Enclosure 3 – Staff Sergeant Promotion List
3. The Staff Sergeant Promotion Board considered 28 sergeants ranked highest to lowest (highest point total to the lowest) by primary military occupational specialty (PMOS).
4. Promotions are based upon the needs of the service and total promotion points awarded.
5. Additional promotion opportunities may become available during the term of the promotion list based upon eligibility and availability per NGR 600-200, Chapter 11. Placement on the list, as well as the order in which a soldier is listed should not be construed as an immediate potential for promotion. Soldiers assigned a sequence number will also be given an approximate effective promotion date, usually corresponding to the promotion list release date. All soldiers given a sequence number must be in a promotable status to be promoted. Those given a sequence number and are not in a promotable status will not be promoted until they are in a promotable status, per NGR 600-200, Chapter 11.
6. Points of contact are:
 - a. Chief, Enlisted Staff Management, Title 10 SGM Lockwood, DSN 327-1405; or (703) 607-1405, FAX (703) 607-5972; e-mail Sheriann.Lockwood@ngb.army.mil.

NGB-ARZ-T

SUBJECT: 2002 Title 10 Active Guard/Reserve (AGR) Sergeant First Class Promotion Board Results

b. Enlisted policy, SGM Sparenberg, DSN 327-3446 or commercial (703) 607-3446, FAX (703) 607-8586; e-mail Patti.Sparenberg@ngb.army.mil.

FOR THE CHIEF, NATIONAL GUARD BUREAU:

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as

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Guidance for 2003 Army National Guard Title 10 Active Guard Reserve
Staff Sergeant Promotion Board

1. General.

a. Consider soldiers for promotion as prescribed by NGR 600-200, chapter 11, to recommend the noncommissioned officers required to meet the needs of the Army National Guard in the grade of Sergeant.

b. In determining whether noncommissioned officers under consideration are qualified for promotion, the board should satisfy itself that the noncommissioned officers are qualified professionally and morally, have demonstrated integrity, are physically fit, and are capable of performing duties expected of noncommissioned officers in the grade of staff sergeant and sergeant, with increased positions of responsibility for world-wide assignment. Selection is not intended as a reward for past performance, but specifically to recognize soldiers with the best potential.

c. An isolated example of excellence or mediocrity should not be used as a sole determinant for promotion selection or non-selection. However, non-selection may properly be based on a major disciplinary action or significant professional failure such as relief, for cause, demonstrated cowardice, lack of integrity, or moral turpitude.

2. The Noncommissioned Officer Evaluation Reporting System (sergeants only).

a. This system is designed to measure and report a soldier's job knowledge, duty performance, and potential. The system has always consisted of two parts, the Rater and Senior Rater evaluations.

b. The Noncommissioned Officer Evaluation Report (NCOER) is used to evaluate a noncommissioned officer's duty performance during a given period of time for a specific job and provides an estimate of potential. Examine each evaluation report in the file carefully. Particular attention should be given to the bullet comments. It is within the bullet comments that patterns of strengths and weaknesses over a period of time should appear.

(1) When evaluating the soldier's file, consider the length of time covered by each report and the consistency of ratings over time.

(2) Although all parts of the evaluation report are significant, pay particular attention to:

(a) The scope and degree of responsibility in terms of resources, people, facilities and dollars managed as outlined in the job description.

(b) Trends in professional ability and performance with special emphasis on the specifics of performance as they relate to the soldier's MOS and duty description. You should also consider tactical and technical proficiency and the soldier's ability to communicate effectively.

(c) Specific potential recommendations by the rating officials.

(3) Review the NCOERs carefully. Study in detail the bullet comments to validate the rater and senior rater block marks. It is your responsibility to determine if the bullets fully justify the particular block that has been checked. A justified success rating (meets standard) indicates that the noncommissioned officer meets the standard of the grade. Excellence ratings should be accompanied by substantiated incidents or explanation in the bullet comments. Another very important area of evaluation to consider is the soldier's Academic Evaluation Report (AER), DA Form 1059, for NCOES courses. Special attention should be given to soldiers who received superior ratings as this indicates they have demonstrated an ability that is significantly above the established standard.

3. Overall Performance: An evaluation of demonstrated professionalism and potential for future service cannot be measured without a complete and objective review of each individual's entire background. Consider the following areas carefully:

a. Level of responsibility. Noncommissioned officers who perform well in tough, high-risk, demanding jobs have demonstrated promotion potential. Keep in mind there are jobs that require a tremendous amount of management skill, asset accountability and fiscal responsibility with few or, in some instances, no subordinate personnel to supervise. These instances should not be a detriment in evaluating a soldier's overall potential. A soldier's level of responsibility should be a multiplier in an overall evaluation of performance.

b. Trends in efficiency. Consider upward or downward trends in efficiency in light of the degree of experience or level of responsibility. Junior noncommissioned officers can be expected to make honest mistakes from which they learn and improve their performance. The manner of performance in more recent years should take precedence over performance in earlier years.

c. Military Education.

(1) Sergeants must be graduates of the Primary Leader Development Course(PLDC) as a result of their promotion to Sergeant. A copy of the DA Form 1059 or other appropriate document will be included in the packet. Selectees who are neither graduates of nor enrolled in the required NCOES course or courses must apply within a stated period after announcement of the results of this board. This is a non-waivable requirement for all enlisted soldiers that became effective 1 October 1992.

(2) Resident Active Component or Reserve Component as well as nonresident completion of any military schools are generally equivalent. While it is recognized that the resident students have enjoyed the professional benefits of seminars, guest speakers, and association with their peers, it should also be recognized that the soldiers who, on their own initiative, have completed nonresident or corresponding studies courses have also demonstrated

dedication, commitment, and motivation. This is one half of one of the three Army pillars of leader development, self-development.

d. Civilian Education. The other half of the self development pillar, civilian education above the high school level, concurrent with military duty, is indicative of dedication to self-improvement, effective time management, and is in keeping with total Army goals for noncommissioned officers. The Army, and Army National Guard, goal is for noncommissioned officers to have an associates degree by the time they make sergeant major. Many soldiers set their goals on a baccalaureate degree and may not receive an associate degree. Either course of action is focused on the goal, and is shown by the soldier's efforts to improve through post-secondary work. Soldiers may choose from a variety of means to attend classes or the nontraditional evaluation available through Education Services Officers and Education Centers, many of which offer Army and Army National Guard incentives as well as the Montgomery GI Bill to help them achieve their objectives. Although progress toward the goal is desirable, it is neither required for selection nor promotion to master sergeant.

e. Professional Values. Throughout the selection process, consider the soldiers' demonstration of the professional Army ethic and its supporting values: loyalty, duty, respect, selfless service, honor, integrity and personal courage. These values that make up the ethic, coupled with courage, candor, competence, commitment, and compassion, form the bedrock of the military profession. You should favorably consider noncommissioned officers whose performance reflects a commitment to and internalization of these values.

4. Scope and Variety of Assignments: Consider the type of assignments the noncommissioned officer and soldier has held. The essence of effective performance as noncommissioned officers is the application of sound leadership and management capabilities. You should, therefore, examine each candidate's past performance in all types of leadership positions.

a. Pay particular attention to selection of individuals who have demonstrated their suitability for positions of responsibility at the highest levels of command and whose performances have been consistently outstanding in a variety of assignments. Consider tactical and technical proficiency, communication skills, and administrative ability.

b. A variety of assignments at different levels is important. Consider the assignments the soldier has had in comparison, with the degree of responsibility held. You must note, however, that in many cases the soldier has little, if any, control over the type of assignment he or she receives. Also, certain MOSs have a tendency to place a soldier in a field of specialization which at times can lessen one's supervisory opportunity. There also are other restrictions based on geographical (distribution of units) and full-time employment assignment limitations for AGR soldiers and military technicians. Once soldiers enter the Title 10 AGR Program, they also have fewer opportunities to serve in troop assignments and are often bound to headquarters units. Variety then comes

through reassignment to any of a number of other available jobs in which the soldier can become more experienced.

c. It is essential that the Army have noncommissioned officers who are outstanding troop leaders. It is equally important to have noncommissioned officers who can provide leadership in the specialty areas and supporting staffs and agencies, many with highly technical missions. The board must select the best noncommissioned officers and, in its process, recognize that various jobs require different strengths, techniques and background experience.

d. Carefully consider each soldier's manner of performance in the following areas:

(1) Team leader, squad leader or section chief: Duty at the first level of leadership is one of the most professionally and personally rewarding challenges required of a noncommissioned officer. Successful completion of these duties is indicative of the soldier's exceptional capability for higher levels of responsibilities and authority. Again, because of geographical and organizational structure concerns beyond the soldiers' control, as well as the restrictions of serving in the Title 10 AGR Program, this type of duty may not have been available. In these cases, NOCIC of sections, units or teams in headquarters elements are frequently the challenges sought in lieu of squad or comparable size unit leadership assignments.

(2) Specialized and additional duties: Special duty or detail to additional duties such as Drill Sergeant, additional duty Retention NCO, unit sponsor team, Color Guard, and other similarly demanding duties should receive your special attention. Successful performance of these duties at this grade shows the soldier's potential. Board members must be aware that many soldiers in this category may not have had the opportunity for recent experience in more traditional leadership positions.

5. Derogatory Information:

a. Significance. The weight to be given derogatory information must be determined by the collective judgment of the board. Care must be taken not to unduly penalize noncommissioned officers who have had early exposure to heavy responsibilities and the inherent opportunity to make mistakes through honest but misjudged effort. Little consideration should be given to comments of derogatory nature, particularly non-judicial punishment for minor offenses, which are later followed by continuous outstanding performance of duty. Unproved allegations or court-martials, in which the individual has been exonerated or found not guilty, will not be considered.

b. Articles 15. Non-judicial punishment (NJP) proceedings under Article 15, UCMJ, or comparable state laws enable commanders to maintain good order and discipline by disposing of minor offenses quickly and fairly. The primary purpose of non-judicial punishment is to provide a method for commanders to determine what happened and to correct minor offenders with fair punishments while preserving rehabilitative potential. Punishment under Article 15, early in a

soldier's career (SPC or CPL and below with less than three years service) should not be considered in deliberations.

c. The Army Alcohol and Drug Abuse Prevention and Control Program (ADAPCP). The basic goal of ADAPCP is the restoration to effective and reliable service of all individuals with problems attributable to alcohol and other drugs.

(1) When a soldier's record reflects adverse information associated solely with a past problem involving alcohol or other drugs and the individual has been rehabilitated and restored to full duty status, the soldier's attitude, work efficiency, and potential for continued effective service will be the basis for judgment.

(2) Noncommissioned officers and soldiers who cannot or will not respond to drug or alcohol treatment and rehabilitation programs after a reasonable period of time should not be selected.

d. Assignment limitations or training disqualification such as airborne training, or nuclear and chemical assignment disqualification per AR 50-5 or 50-6 These should not, in and of themselves, be used as criteria for selection or non-selection. However, the actions which led to the limitation or disqualification may be appropriate for consideration.

6. Physical Conditioning and Body Composition. Army policy requires that every soldier be physically fit regardless of age or duty assignment. Body composition and physical appearance are important indicators of a noncommissioned officer's physical fitness. Accordingly, consider general physical condition and compliance with the Army body composition policies of AR 40-501 and AR 600-9 as well as physical fitness per AR 350-41, chapter 9, in evaluating the individual's potential for selection.

7. Physical Profiles. Recognize that retention has been granted to soldiers with certain medical conditions and that some soldiers have partial disabilities which are the result of disease, wound, or injury that do not interfere with the individual's performance of duty. The fact that a soldier has been found fit to remain in an active status indicates that the individual possesses the minimum medical qualifications required for assignment to any position in line with the military occupational specialty and profile limitations. If specific questions arise regarding medical standards of fitness, Boards Branch will obtain an opinion from the Army National Guard Surgeon's Office.

8. Photographs. Official photographs are valid for five years and are not authorized more frequently except for grade or significant appearance changes. The lack of an organizational shoulder sleeve insignia or distinctive unit insignia (unit crest), or both, should not be considered negatively. With some exceptions, newly authorized units and other federal agencies are not authorized these insignia items. Army policy currently allows for full-length black and white or color photographs (4" x 10") as well as the new digital photographs (4" x 6") which are in color.

9. Record Review. Thoroughly review all documents in the packets. Because the records are maintained by many different headquarters with variations in records maintenance policies, the same information may not be found on each NCO's DA Form 2-1, DA Form 2 or 2A, or SIDPERS-ARNG PQR.

10. Minority and Female Soldiers.

a. The Army is firmly committed to a plan of equal opportunity for minority group members and female noncommissioned officers in all facets of their career development, utilization, and progression.

b. In evaluating the records of minority group members and female soldiers, the board should be aware that past personal and institutional discrimination may have operated to the disadvantage of some minority group members and female soldiers.

c. As directed by HQDA, some female noncommissioned officers may have been reclassified as a result of the Army's utilization policies in AR 600-13, the Direct Combat Probability Coding (DCPC) process, and should not be penalized as a result of that action. Much of a female noncommissioned officer's ability to gain assignment, hence selection, is limited to the types of positions and units in which she may serve. Recent changes to Army policies have significantly increased the number and range of positions to which female soldiers may be assigned. Therefore, they will be considered fully, fairly, and impartially as equals in their MOSs and career fields without regard to the types of units or positions to which they might be assigned. When identified for promotion, they will be assigned to positions for which they are eligible and available.

d. The goal of the board is to achieve a percentage of selection for all gender, and race and ethnic designator categories comparable to the selection rate for the total population in the zone of consideration.

e. Prior to adjournment, the board must review the extent to which these goals are met. Deviations from the goal must be fully justified in the after action report.

11. Marital Status and Participation of Spouse. Selection boards are prohibited from considering the marital status of noncommissioned officers or the activities of their spouses as discriminators for selection. Your decisions, therefore, cannot be affected by a spouse's decision regarding employment or participation of spouses in military or community activities. In this respect, you must disregard any reference to these factors in NCOERs or other documents you review.

SSG T-10 Promotion Board
Member Vote Sheet
21-25 July 2003

MILITARY APPEARANCE and BEARING: Fitness for duty considering the standards of Army Regulation 600-9 and overall military appearance.

Performance Points: Allowed 0 - 3 Awarded _____

Potential Points: Allowed NONE Awarded N/A

RESPONSIBILITY and ACCOUNTABILITY: Has he/she been responsible? Trustworthy? Soldier's stewardship of resources (personnel, equipment, etc.)

Performance Points: Allowed 0 – 5 Awarded _____

Potential Points: Allowed 0 – 6 Awarded _____

LEADERSHIP: Served in all primary leadership positions of greater responsibility, (i.e. section sergeant, platoon sergeant)

Performance Points: Allowed 0 – 7 Awarded _____

Potential Points: Allowed 0 – 14 Awarded _____

COMMUNICATION SKILLS: Soldier's ability to get along with others, personal relationships, no rank restrictions to perform his/her mission

Performance Points: Allowed 0 – 4 Awarded _____

Potential Points: Allowed 0 – 6 Awarded _____

PROFESSIONAL ATTRIBUTES: Level of commitment to ethical and moral standards of service to the Nation

Performance Points: Allowed 0 – 5 Awarded _____

Potential Points: Allowed 0 – 6 Awarded _____

SSG T-10 Promotion Board
Member Vote Sheet
21-25 July 2003

INITIATIVE: Soldier's improvement to civilian education, military schools, assignments and no status quo

Performance Points: Allowed 0 - 5 Awarded _____

Potential Points: Allowed 0 -6 Awarded _____

TECHNICAL and TACTICAL PROFICIENCY: Performance in various assignments throughout period of service

Performance Points: Allowed 0 – 7 Awarded _____

Potential Points: Allowed 0 – 6 Awarded _____

APPLICANT NAME/SSN : _____

TOTAL POINTS: _____

VOTING MEMBER: _____ **SSN:** _____

updated 27 Jun 02

Enclosure 2

STAFF SERGEANT PROMOTION LIST DEMOGRAPHICS

1. Twenty-eight eligible sergeants in the Title 10 AGR Program were boarded for promotion to staff sergeant during the 2003 promotion cycle.
2. Promotions were based on a minimum promotion point of 600 points which corresponds to 17 promotions and a total promotion rate of 61%.

Total Boarded Population		Caucasian	Black	Hispanic	Other
Males boarded	19	9	6	3	1
	68%	32%	21%	11%	4%
Females boarded	9	5	4	0	0
	32%	18%	14%	0%	0%

Total individuals boarded 28 100%

Promoted Population		Caucasian	Black	Hispanic	Other
Males Promoted	12	4	5	2	1
	71%	24%	29%	12%	6%
Females Promoted	5	3	2	0	0
	29%	18%	12%	0%	0%

Promoted total 17 61%

3. Promotions in the following MOSs:
 - 63H - 1
 - 71L - 3
 - 73C - 1
 - 74B - 2
 - 75H - 2
 - 93P - 8

TITLE 10
2003 PROMOTION LIST
STAFF SERGEANT

RANK	NAME	CPMOS	POINTS	SEQUENCE
SGT	BUSCHOW, JASON RYAN	63B	535	
SGT	SALE, JEREMY LEE	63B	463	
SGT	HOOPER, JAMES EATON	63H	656	8
SGT	GARNER, ANGELLA	71L	633	13
SGT	FONTENOT, JAMES FITZGERALD	71L	633	14
SGT	ANDERSON, LORI ANN	71L	612	17
SGT	LUCIANO, LANA	71L	547	
SGT	BROWN, RICARDO RICHARD	73C	662	7
SGT	LARREGUI, RAYMOND JUAN	73C	549	
SGT	KASSEBAUM, ANDREW DAVID	74B	702	4
SGT	MARSHALL, STEWART CARTER	74B	634	12
SGT	DAVIDSON, RICKIE DALE	74B	251	
SGT	VENEY, FRANCES MARIE	75H	726	2
SGT	PICKEL, MARGARET T	75B	648	10
SGT	HILLIARD, FRANCES KATRINA	75H	582	
SGT	BURGOS-RAMOS, RENE	93P	728	1
SGT	JOHNSON, EVERETT WADE	93P	710	3
SGT	PARSLEY, WILLIAM CALLAHAN	93P	701	5
SGT	DAGGETT, ALPHONZSO	93P	676	6
SGT	ARCE, SAUL JONAS	93P	650	9
SGT	KUGLER, RICHARD BLAKE	93P	646	11
SGT	RAMOS, EMILIO	93P	619	15
SGT	KAHL, WANDA LOU	93P	614	16
SGT	DIAZ, PRISCILIANO	93P	593	
SGT	SIGNET, TARA A	93P	582	
SGT	DANDRADE, LUIS D	93P	575	
SGT	FRANCO, REA LEMIEL ESTRELLA	93P	305	
SGT	COWLEY, KATHRYN ELIZABETH	93P	237	