MEMORANDUM FOR PRESIDENT AND MEMBERS, FISCAL YEAR 2017 (FY17) REGULAR ARMY (RA) AND UNITED STATES ARMY RESERVE (USAR) ACTIVE GUARD RESERVE (AGR) UNITED STATES ARMY SERGEANTS MAJOR ACADEMY (USASMA) TRAINING AND SELECTION, USAR TROOP PROGRAM UNIT (TPU) AND INDIVIDUAL MOBILIZATION AUGMENTEE (IMA) COMMAND SERGEANT MAJOR (CSM), USAR DRILLING INDIVIDUAL MOBILIZATION AUGMENTEE (DIMA) SERGEANT FIRST CLASS (SFC) THROUGH SERGEANT MAJOR (SGM) PROMOTION, AND RA USAR (AGR) FIRST SERGEANT (1SG) / MASTER SERGEANT (MSG) QUALITATIVE SERVICE PROGRAM (QSP) SELECTION BOARD

SUBJECT: Instructions for the Fiscal Year 2017 (FY17) Regular Army (RA) / United States Army Reserve (USAR) Active Guard Reserve (AGR) United States Army Sergeants Major Academy (USASMA) Training and Selection, USAR Troop Program Unit (TPU) and Individual Mobilization Augmentee (IMA) Command Sergeant Major (CSM), USAR Individual Mobilization Augmentee (IMA) Sergeant First Class (SFC) through Sergeant Major (SGM) Promotion, and RA USAR (AGR) First Sergeant (1SG) / Master Sergeant (MSG) Qualitative Service Program (QSP) Selection Board

1. **Authority.** These selection boards are convened under the authorities established within AR 600-8-19 and AR 614-200 to select eligible candidates as required. Selection to attend the USASMC results in selection for promotion to SGM upon successful completion of the course.

2. **Membership.

   a. You were selected to serve on these boards 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 will ensure that Army forces are prepared to prevent conflict, shape the security environment, and win wars. Your collective responsibilities as board members are, therefore, 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. Eligibility and selection criteria of NCOs under consideration is at Annex A. Additional administrative instructions are at Annex B.

   b. Your mission, based on an assessment of an individual's potential, is to:

   (1) Select best qualified RA and USAR AGR NCOs for attendance to the USASMC for the purpose of promotion to SGM; Select USAR TPU/IMA Soldiers for appointment to CSM, and USAR IMA Soldiers for promotion to SFC thru SGM and;

   (2) Select NCOs for denial of continued service. Selections for involuntary separation improve NCO grade and MOS readiness levels in support of force structure requirements, enhance the quality of the NCO Corps by retaining NCOs on active duty with the greatest potential for future contributions to the Army, and support sustainment of viable career paths across grades and MOSs in an All-Volunteer Army.

4. Guidance. There are many qualities the Army seeks in all of its leaders. Because the environment the Army will operate is unknown, the enemy is unknown, the location is unknown, and the coalitions involved are unknown, we must identify those individuals who show the potential to win in a complex world. Select adaptive leaders capable of leading and running our Army. Leaders at all levels must encourage prudent risk taking and not allow bureaucratic processes to stifl them. Assess these NCOs on their ability to visualize, describe, direct, lead, and assess operations in a complex environment and against adaptive enemies; identifying an NCO's potential to serve at levels of increased responsibility. The Army Operating Concept (AOC) describes how future Army forces will prevent conflict, shape security environments, and win wars while operating as part of our Joint Force and working with multiple partners. The AOC guides future force development by identifying first order capabilities that the Army needs to support U.S. objectives. Noncommissioned officers must understand the strategic environment, be able to think critically and creatively, visualize solutions, and describe and communicate critical information to achieve shared understanding, collaborate, and build teams. In fulfilling this important task, you should use the following points of reference and general guidance:

   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
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 Warrior Ethos and 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. Recognize leaders who just don't 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
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how to interact with them effectively. Our best NCOs recognize diversity and display self-control, balance, and stability.

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 communication 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 performing the other leader competencies. These NCOs focus on consistent and ethical task accomplishment through supervising, managing, monitoring, and controlling the work.

f. Diversity. The strength of our Army comes from our diversity. Developing and maintaining qualified and demographically diverse leadership is critical for mission effectiveness. We need leaders who understand that unit effectiveness depends on the ability of people of different backgrounds to work together, while bringing the value of their diverse experiences to the mission. With a culture that embraces diversity, the Army is able to better attract the best men and women from across the Nation, and to
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operate more successfully around the world. Army leaders, in particular, manage and promote diversity by creating and maintaining an inclusive environment where individual attributes are recognized, accepted, and most importantly, valued. They should demonstrate commitment to the professional development of their military and civilian subordinates and to growing diversity within the ranks. A diverse NCO corps is critical to success in today's and tomorrow's conflicts because it is more likely to possess the cultural sensitivity and diversity of experience to win in a complex world.

g. 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.

h. 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. To operate effectively at the strategic and national levels of government, it is critical to have the right NCOs leading our forces. With our forces supporting multiple and simultaneous operations around the globe, experience gained through deployments and in other challenging assignments prepare our NCOs to lead. Experience Counts.

i. Noncommissioned Officer Evaluation Reports. On 1 January 2016, the Army introduced a new Noncommissioned Officer Evaluation Report (NCOER), which was designed to assess performance based on leader attributes and competencies and to provide a clearer delineation of rater (performance) and senior rater (potential) responsibilities. The NCOER remains the primary tool for documenting NCO performance and potential, and is one data point in your assessment. The adoption of the new NCOER is a multi-year process. You should consider the entirety of the NCO’s file, using the whole person concept, to assess all factors in the NCO’s record that bear on selection potential.

j. 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 and DOD directives 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 marital status. If any records contain such prohibited information, board members must disregard it.

k. Soldier and Family support. Seek the NCOs who demonstrate support for Soldiers and their Families and understand and embrace the challenges of sustaining our all-Volunteer Force.

i. Operational factors. Previously accepted rules and conventions regarding personnel management timelines may 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. The current operational environment has extended the time in leadership positions for some NCOs, while reducing the time in leadership positions for others. Operational factors 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.

m. 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. 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 C.


a. The success of today’s Army comes from total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. People remain the cornerstone of readiness. To this end, equal opportunity for all Soldiers is the only acceptable standard for our Army. This principle applies to every aspect of career development and utilization in our Army, but is especially important to demonstrate in the selection process. To the extent that each board demonstrates that race, color, national origin, religion, sex, and sexual orientation are not impediments to selection for school, command, and promotion, our Soldiers will have a clear perception of equal opportunity in the selection process. The diverse backgrounds, ideas, and insights offered by Soldiers and citizens of all races and of both genders are a great source of strength for our Nation and our Army. We can best ensure that this source of strength endures by your strict avoidance of the consideration of any factors other than
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merit and ability as specified elsewhere in this memorandum of instruction in the selection of Soldiers for promotion and other favorable personnel actions.

b. You must be alert to the possibility of past personal or institutional discrimination - whether intentional or inadvertent - in the assignment patterns, evaluations, or professional development of all noncommissioned officers. Such discrimination may be unintentional, not motivated by malice, bigotry, or prejudice, and may have been the result of past service utilization practices. Indicators of discrimination may include disproportionately lower evaluation reports; assignments of lesser importance or responsibility; lack of opportunity to attend career-building military schools; gratuitous mention of race, color, national origin, religion, sex, and sexual orientation; or mention of an NCO's organizational or institutional affiliations unrelated to duty performance and potential. Take these factors into consideration in assessing the degree to which an NCO's record, as a whole, is an accurate reflection, free of bias, of that NCO's performance and potential. The foregoing guidance shall not be interpreted as requiring or authorizing you to extend any preference of any sort to any NCO or group of NCO's on the basis of race, color, national origin, religion, sex, and sexual orientation.

6. Additional Guidance.

a. As a board member you will familiarize yourself, 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 September 2015, along with any approved iterative changes provided to the DA Secretariat by the Directorate for Military Personnel Management (DMPM), Deputy Chief of Staff (DCS), G-1. In your duties as a board member, use DA Pam 600-25 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 guidance expressed. 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.
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(1) You may not recommend an NCO for attendance at USASMA, appointment to CSM (TPU), and promotion (DIMA E-7 thru E-9) unless a majority of the board members, after considering any adverse information about the NCO, finds that the NCO is among the best qualified for selection to meet the future needs of the Army.

(2) Access to restricted file. The QSP board process will include limited portions of the restricted file as outlined in Annex A. The board will use this information as only one of the factors considered in making recommendations. When considering information on the restricted file, the board must recognize that it was placed on the restricted file by competent authority for a specific reason.

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 me concerning this board. After the board report is signed and a draft After Action Review (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, the board may not use information (personal knowledge) in its 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. Your decisions will have a lasting effect on the Army. Our Soldiers and Army civilians deserve leaders who are competent in their duties and who treat them with dignity, respect, and fairness at all times. This ethic is essential to a cohesive and disciplined Army. Just as the Army charges you to make your selection without prejudice or partiality, you also must identify the best qualified NCOs to attend USASMA, appoint to CSM (TPU), and promote to SFC thru SGM (DIMA Soldiers) based on adherence to these
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principles if we are to sustain an Army that can win our Nation's wars. I have great confidence in your ability to carry out this important responsibility.

BY ORDER OF THE SECRETARY OF THE ARMY:

Encls

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JOSEPH R. CALLOWAY
Brigadier General, GS
Director of Military Personnel Management