



National Guard Bureau, Senior Leader Management

Feedback Session



National Guard Senior Enlisted Leadership Bench Program





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Application Feedback

The National Guard Bureau-Senior Enlisted Leader Development Office (NGB-SLD) and the Senior Enlisted Board Review Panel (SEBRP) reviewed your Senior Enlisted Bench applications for consideration of the Senior Enlisted Bench.

Category	Description
Calendar Year 2023 - 2024 Senior Enlisted Bench Application Form	Complete the CY23-24 Senior Enlisted Bench Application Form ensuring each field is completed accurately.
Endorsement Memorandum	Your endorsement letter needs to be written by appropriate representative (i.e. The Adjutant General, Commanding General, or Deputy Director). The memo should identify why you should be selected for inclusion on the National Guard Senior Enlisted Leadership Bench Program, how your attendance to an executive-level education course, and/or selection of an assignment will benefit the Army National Guard (ARNG) and Air National Guard (ANG), as well as how these opportunities will enhance your skills and career goals.
Letter of Intent (LOI)	Your LOI to the panel must address what specifically you are applying for (i.e. executive level-education opportunities, an assignment or both). The LOI should identify why you are applying for development, specifically addressing how your experience illustrates or demonstrates Army Values and Air Force Core Values. Ensure you explain how attending a development opportunity or receiving an assignment will benefit the ARNG and ANG missions. Recommend you seek feedback from senior leadership to make your LOI impactful.
Resume	Some resumes lacked details regarding work experience, education, or appeared vague; while other packages had very short resumes. Both are missed opportunities to convey education, experience, and exposure.
ARNG: Enlisted Record Brief - Certified Board Version (ERB) ANG: Virtual Military Personnel Flight (vMPF) Report in Individual Personnel (RIP)	Please check your ERB or vMPF RIP to ensure all information is current and updated.
ARNG: Army Combat Fitness Test - DA Form 705 and DA Form 5500 (if applicable) ANG: MyFitness Report - with Full History	The panel recommends that you work to improve your fitness score/level.
ARNG: Army Noncommissioned Officer Evaluation Report ANG: Enlisted Performance Reports/Enlisted Performance Briefs	The panel recommends that you broaden your experience through increased levels of leadership, mentorship, management, and supervision of subordinates. Also seek out additional duties (i.e. council appointments, professional organization membership, etc.).
Military Biography	Your biography should be clear, concise, and relevant with no photo. Some biographies lacked details regarding work experience, education, or appeared vague; while other packages had very short biographies. Both are missed opportunities to convey education, experience, and exposure.
Additional Recommendations	Several packages had incomplete or missing documents or were not in required order. Some packages had information on the biography that didn't match the ERB/vMPF RIP. The panel recommends that members seek/highlight additional professional development opportunities (e.g., Enlisted Joint Professional Military Education I & II, Defense Support of Civil Authorities, etc.). Recommend members seek opportunities that will enhance career diversity (e.g. Command Sergeants Major Advisory Council/National Guard Enlisted Advisory Council/Enlisted Field Advisory Council involvement, Special Projects Officer, Shadowing Program, Innovation Projects, etc.).



Score Categories

The SEBRP scored your application for consideration of inclusion on the Senior Enlisted Bench based on the following Scoring Categories.

(1) Job Performance

You should evaluate each member based on performance in assigned duties, all of which are important; do not penalize candidates, because they did not serve in positions you think they should have held. The National Guard needs leaders who can conceptualize, chart strategies, and formulate policies as opposed to merely organize solutions to problems. Identify candidates who provided the direction that shaped outcomes rather than reacted skillfully to a series of events (0 – 25 Points).

(2) Duty History

Each Soldier and Airmen must be judged on individual merit. Consideration must also be given to the member's specific skills, civilian experience, and overall ability to contribute to the United States Army, United States Air Force, Joint environment, and the National Guard (0 – 25 Points).



Score Categories (cont'd)

(3) Education History

Recognizes Soldiers and Airmen who show outstanding educational growth, improvement, commitment to or intellectual development in their respective career field(s). Additionally, acknowledge senior enlisted leaders who work hard and give their best effort in education and professional development while faced with a high operational tempo (0 – 25 Points).

(4) Potential

There is no norm or pre-conceived career path that leads to further advancement. Our leaders must possess a diversity of backgrounds, strengths, with the ability to employ effectively at the strategic, operational, and tactical levels. This balance of skill and experience should be considered in making your recommendations. Command Sergeant Major (CSM) and Command Chief (CCM) level positions held are and will continue to be a key factor in selection for advancement. Other key leadership assignments held to include support staffs and administrative, managerial, and technical positions are also important measures of qualifications for continued advancement. You are reminded that promotion is not a reward for past performance; rather, it is a means of advancing the senior enlisted leader who has shown potential for greater achievement as demonstrated by his or her ability to handle progressively more challenging jobs/assignments and experiences (0 – 25 Points).

• Total Score

0 – 100 Points



Tier Descriptions

Senior Enlisted Leaders that were selected for inclusion on the Senior Enlisted Bench were identified by Top, Middle, or Bottom Tier. Feedback is an essential part of the member's growth. The below are broad brushed trademarks of what you can work towards to potentially get on the Senior Enlisted Bench. Please note, even if you meet most of the trademarks, it *does not guarantee* a place on the Senior Enlisted Bench.

- **Top Bench**

- **General Trademarks**

- Command Senior Enlisted Leaders (CSELs), Command Sergeants Major (CSM), and/or State/Wing Command Chiefs (CCMs)
 - CSELs, CSM, CCMs Serving In/Projected to Serve in Joint Positions
 - Sustained Superior Performance
 - Four Plus Years of Higher Education
 - Multiple Deployments
 - Multiple Awards for Meritorious Service Medals, Bronze Star Medal, Legion of Merit, and/or Defense Meritorious Service Medal
 - Maintained Excellent Physical Fitness Standards
 - Broadened Experience and Assumed Greater Responsibility Consistently
 - Extensive Professional Development Courses (e.g. Keystone, Nominative Leader Course, Command Chief Master Sergeant Training Course, etc.)



Tier Descriptions (cont'd)

- **Middle Bench**

- **General Trademarks**

- Sergeants Major (SGM) and Chief Master Sergeants (CMSgt) Serving In/Projected to Serve in CSM or CCM Positions
 - Four Plus Years of Higher Education
 - Multiple Awards for Meritorious Service Medals
 - Possesses Two or More of the “Top Tier” Characteristics

- **Bottom Bench**

- **General Trademarks**

- Developing CMSgt/SGM with Predictability of Satisfactory Performance
 - Four or Less Years of Education
 - Minimal or No Deployment History
 - Federal Decorations “Count”



Closing Remarks

The Senior Enlisted Bench is a very competitive process. In fact, we experience an increase of packages each year. In addition to applying for the Senior Enlisted Bench, you are encouraged to seek other avenues for development to progress in your career and to seek opportunities to further expand your leadership, breadth of experience, scope of responsibility, and communication skills. Regardless if you made the Senior Enlisted Bench or not, please continue applying each year.

In closing, SEA Whitehead and members of the Command Senior Enlisted Leadership Advisory Board goal is to continually improve the Senior Enlisted Bench for the benefit of all Soldiers and Airmen. And we are here to partner with each of you to continue to make the program and process the best it can be. Its an important program! Thank you for your dedication and commitment to this important mission.

Please continue to reach out to Chief Master Sergeant Martina J. Crouse and Master Sergeant Chad O. Anderson with valuable feedback.



Command Senior Enlisted Leadership Advisory Board

Command Senior Enlisted Leadership Advisory Board

- **Principal Members**
 - **Senior Enlisted Advisor Tony L. Whitehead**, Senior Enlisted Advisor to the Chief of the National Guard Bureau & Chair of the Command Senior Enlisted Leadership Panel
 - **Command Sergeant Major John T. Raines**, 13th Command Sergeant Major of the Army National Guard
 - **Command Chief Master Sergeant Maurice L. Williams**, 13th Command Chief Master Sergeant of the Air National Guard
 - **Chief Master Sergeant Kelly S. Hoffses**, Joint Senior Enlisted Leader to the National Guard Bureau Joint Staff
 - **Command Sergeant Major Spencer D. Nielsen**, Utah National Guard Command Senior Enlisted Leader
- **Guidance & Program Oversight**
 - Chief National Guard Bureau Instruction 0160-00, *National Guard Senior Enlisted Leadership Career Management Bench Program*
 - Charter - Command Senior Enlisted Leadership Advisory Board





Comments / Questions



Chief Master Sergeant Martina J. Crouse

E-mail: martina.crouse.1@us.af.mil

Master Sergeant Chad O. Anderson

Email: chad.o.anderson.mil@army.mil

