

NCO/SNCO

Promotion Study

Guide



OPR: MS ANG Command Chief Master Sergeant

Rev: 13 February 2025 (Supersedes 13 Sep 2023)



DEPARTMENT OF THE AIR FORCE
JOINT FORCE HEADQUARTERS, MISSISSIPPI AIR NATIONAL GUARD
POST OFFICE BOX 5027
JACKSON, MISSISSIPPI 39296-5027

13 February 2025

MEMORANDUM FOR NON-COMMISIONED OFFICERS

FROM: NGMS-ANG-CCM
PO Box 5027
Jackson, MS 39296-5027

SUBJECT: NCO/SNCO Promotion Study Guide

1. The purpose of this study guide is to standardize and simplify promotion board procedures for all NCOs/SNCO's who appear before a promotion board in the Mississippi Air National Guard.
2. I sincerely hope that you find this guide to be a helpful tool as you prepare to meet the promotion board.
3. I congratulate you on being selected and wish you the very best in your future with the Mississippi Air National Guard.

JOHN W. MYERS, CMSgt, MS ANG
State Command Chief Master Sergeant

PURPOSE AND AUTHORITY

1. PURPOSE: Recommend to the Adjutant General those individuals who have developed and demonstrated the necessary leadership potential and possess the ability to accept the responsibility of their selected grade.
2. AUTHORITY: The authority to promote Airmen to grade E-7 thru E-9 has been delegated from the NGMS-TAG to the NGMS-ATAG-Air. Authority to promote Airmen through the grade of TSgt (E-6) has been delegated from the NGMS-TAG to the 172d AW/CC, 186 ARW/CC and CRTC/CC for their subordinate units.
3. NCO Promotion Boards will be comprised of NCOs of the Mississippi Air National Guard to Staff Sergeant and Technical Sergeant. For promotion board panel make up see MS ANGI 36-1, paragraph 5.2.1.1.2. NCO Promotion Board will notify the coordinating First Sergeant of Board results. The coordinating First Sergeant will submit promotion board results to the CSS/FSS enlisted promotions technician of members selected for promotion no later than close of business on the date the Board is conducted.
4. A promotion board has been established at each ANG installation for promotions to Master Sergeant, Senior Master Sergeant, and Chief Master Sergeant. For Promotion board panel make up see MS ANGI 36-1, paragraph 5.2.1.1.1. The Board's objective is to interview individuals who have been recommended by their commander for promotion and to make a recommendation to the Adjutant General as to whether the nominee demonstrates the necessary leadership and management potential to accept the responsibility of the recommended grade.
5. When an individual is recommended for promotion, it is the supervisor's responsibility to notify the member in advance of their meeting the board (i.e. 30 days prior). The individual must be prepared to meet the promotion board. Preparation begins the date an individual is promoted to their current grade. The nominee must consistently maintain Air Force standards and clearly demonstrate potential to assume more responsibility and a greater leadership role in the Mississippi Air National Guard. Nominees must exhibit they are ready to operate at the next rank or tier.
6. This study guide has been compiled to standardize promotion procedures throughout the state, by the Enlisted Working Group (EWG), composed of State/Wing Command Chief Master Sergeants, Groups Chiefs and Wing First Sergeants of the Mississippi Air National Guard. You are expected not only to know the answer but also, to have a personal understanding of the answer. This document will be reviewed on a semi-annual basis by the EWG.
7. IAW MS ANGI 36-1, paragraphs 5.1.3, 5.1.4, 5.2.2, 5.2.3 To qualify for promotion, the member must receive a minimum total score of 9 from the Board. Failure to achieve said minimum score, will result in non-recommendation for promotion. Any "0-Does Not Meet", see NGMS-ANG Form 2, will result in non-recommendation for promotion, regardless of total points. Airmen will be required to answer 6 of 9 questions correctly. The member, regardless of military status, will not be allowed to be re-evaluated by a Board until the following month's UTA.

REPORTING TO THE PROMOTION BOARD

When instructed to enter the room, walk in a brisk military manner. Stand at attention when reporting to the Board President and state “Current Rank____reports as directed”.

DO NOT SALUTE!

Remain at attention, awaiting further instructions by the Board President to be at ease and to have a seat.

EVALUATION STANDARDS

There are four factors used by the Board to determine their recommendation. They are:

APPEARANCE: Service Dress Uniform is required to meet the Board. You must conform to **military dress, personal appearance**, and fitness standards outlined in AFI 36-2903, Dress and Personal Appearance of Air Force Personnel and Air Force Fitness Standard.

CONDUCT BEFORE THE BOARD: Your military bearing, courtesy, professionalism, and posture will be evaluated from the time you enter the room, until you leave.

QUESTIONS & RESPONSE: Clear and concise answers to questions (rather than drawn-out rambling answers), along with eye contact are also evaluated.

STUDY GUIDE QUESTIONS: A minimum of 6 questions out of 9 must be answered correctly.

Upon board completion, the member will be excused for the board to confer. The member will be brought back in to receive feedback and informed of the decision to recommend or non-recommend for promotion.

USAF Core Values:

**Integrity First
Service Before Self
Excellence In All We Do**

The Airman's Creed

**I am an American Airman.
I am a warrior.
I have answered my nation's call.**

**I am an American Airman.
My mission is to fly, fight, and win.
I am faithful to a proud heritage,
A tradition of honor,
And a legacy of valor.**

**I am an American Airman,
Guardian of freedom and justice,
my nation's sword and shield,
Its sentry and avenger.
I defend my country with my life.**

**I am an American Airman:
Wingman, Leader, Warrior.
I will never leave an Airman
behind, I will never falter,
And I will not fail.**

NOTE – BOARD WILL NOT REQUIRE MEMBER TO RECITE, BUT MAY ASK THE
NOMINEE TO PROVIDE HOW A LINE(S) APPLIES TO THEIR TIER.

Reference Documents:

AFDP 1-1	Air Force Doctrine Publication 1-1
Brown Book	The Enlisted Force Structure Air University (af.edu) under Foundational Resources
Blue Book	A Profession of Arms Air University (af.edu) under Foundational Resources
DAFI 36-2903	Dress and Personal Appearance of Air Force and Space Force Personnel
DAFMAN 36-2905	Fitness Program
DAFI 36-2502	Enlisted Airman Promotion/Demotion Program
DAFI 90-6001	Sexual Assault Prevention and Response (SAPR) Program
DAFI 90-5001	Integrated Resilience www.resilience.af.mil/
MS ANGI 36-1	MS ANG Force Management
MS ANG Policy 22-2	MS Air National Guard Substance Abuse Policy
ANG Strat Playbook V2	ANG Strategic Communications Playbook V2

Chain of Command:

President/Commander in Chief:
Secretary of Defense:
Secretary of the Air Force:
Chief of Staff of the AF:
CMSAF:
Chief, NGB:
Senior Enlisted Advisor (SEA):
Director, ANG:
ANG CCM:
Governor:

The Adjutant General (TAG):
Assistant Adjutant General (AATAG)–
Army:
Assistant Adjutant General (AATAG) -
Air:
NGMS-ANG-Chief of Staff:
NGMS-Command Senior Enlisted
Leader:
MSNG Command Sergeant Major:
MSANG State Command Chief:
Wing/Installation Commander:
Wing Command Chief (CCM):
CRTC Senior Enlisted Leader (SEL):
Wing First Sergeant:
CRTC First Sergeant:
Group Commander:
Group Senior Enlisted Leader:
Squadron First Sergeant:

Your Wing's Mission or Vision:



DEPARTMENT OF THE ARMY AND AIR FORCE
JOINT FORCE HEADQUARTERS, MISSISSIPPI NATIONAL GUARD
THE ADJUTANT GENERAL'S OFFICE
POST OFFICE BOX 5027
JACKSON, MISSISSIPPI 39296-5027

1 February 2025

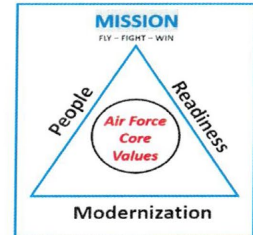
MEMORANDUM FOR ALL MISSISSIPPI AIR NATIONAL GUARD UNITS

FROM: NGMS-ANG-CC

SUBJECT: Shared Principles to Ensure Mission Success

1. During this period of substantial change, we must renew our commitment to a culture of that adheres to shared principles, standards, and a focus on the basics to ensure mission success. Every Airman and Civilian Employee of the Mississippi Air National Guard must understand the priorities of our organization and how our shared purpose contributes to mission success.

Mission: *To provide trained, equipped and ready operational forces to support state and national requirements.*



2. To accomplish our diverse mission sets, I have focused installation priorities on **People**, **Readiness** and **Modernization**. These priorities align with TAG's Lines of Effort and require that the Air Force Core Values of **Integrity** First, **Service** Before Self and **Excellence** in All We Do are central to who we are.

3. My first priority is to train and develop our **People**. My goal is to ensure our Airmen, Civilians and Families have the resources needed to perform the mission. We will establish a culture that ensures compliance with standards, discipline and accountability and a work environment that offers opportunity to each member to contribute to our team effort. We will recognize and reward achievement towards common goals and take every effort to build resilient members who are physically fit and spiritually strong. Airmen who take advantage of training and developmental investments benefit individually and offer stronger contributions to our State. We will encourage these "Win-Win" solutions at every opportunity.

4. A commitment to **Readiness** is equally important. The MS ANG conducts multiple missions across a wide spectrum of operations. While our primary mission is rapid global mobility, we specialize in Agile Combat Support and Combat Readiness Training that contribute to lethality and our nation's warfighting abilities. To ensure the highest level of readiness possible, units will work to be proactive and conduct internal inspections and exercises to ensure regulatory compliance and mission execution. Highly trained and motivated Airmen are the keys to Readiness.

5. My third focus area is **Modernization** and to instill a spirit of continuous improvement in all duties and processes. We must get bigger, stronger and faster to win in the current era of great power competition and will take deliberate efforts to do so! Leaders will define and establish measurable goals and objectives. We will recruit and retain the best Airmen our state and nation have to offer. We encourage innovation and new methods of problem solving for today and tomorrow's Air Force. Our Airmen and civilian members are ready, trained and equipped to meet foreign and domestic challenges in a constantly changing world. Together, we **Fly, Fight and Win** with skill and competitive spirit to preserve the American way of life.

EDWARD H. EVANS, JR., Maj Gen, MS ANG
Commander

***Board members may utilize some “scenario-based” questions applicable to the rank the member is seeking to obtain. They may use questions from the question bank below and/or any questions derived from reference documents.**

1. What is one of the purposes of The Enlisted Force Structure?
2. Name at least one of the Airman Leadership Qualities (ALQ's) and how it is applicable to the rank you are boarding for.
3. In every position a member serves, there is always the responsibility to uphold and enforce _____?
4. Name at least three ways Airmen can build a culture of respect and trust in their organizations by practicing what behaviors?
5. What is followership?
6. What is leadership?
7. What is your greatest strength and weakness?
8. What are the two accountabilities found in Teamwork as defined in the enlisted force structure?
9. Name and briefly explain the three-tiers as defined in the enlisted force structure.
10. Name at least two responsibilities for Developing Self that fall under the Junior Enlisted Tier?
11. The Noncommissioned Officer tier is known as the _____ of the United States Air Force.
12. Senior Noncommissioned Officers actively integrate subordinates' talents, skills, and abilities to effectively _____?
13. Name at least four of the seven general duty titles.
14. The Command CMSgt and/or Senior Enlisted Leader is known as a Special Enlisted Position. What does this position provide? According to the enlisted force structure, what is the responsibility of a Senior Enlisted Leader (SEL)?
15. First Sergeants derive their authority from _____?
16. For the rank you are boarding for, how will you execute the mission of USAF/ANG?
17. Any use of social media, regardless of the method of communication used, Air Force standards must be observed when? Now, explain why.
18. The Flag of the United States is one of the most enduring and sacred symbols of our country. It represents _____?
19. Why must we as Airmen maintain a high standard of dress and personal appearance?
20. If a sexual assault encounter is brought to your attention, what is your responsibility?
21. Name some indicators to look for in your area of responsibility (AOR) that would indicate to you that a problem may exist in your office or section.
22. How do you empower those around you?

23. What are the AF Core values and which one is the most important to you. Why?
24. At the squadron/unit level, how do you support one of the MG Evans Shared Principles?
25. Please provide the board with one line from the Airman's Creed and explain what it means to you.
26. What changes would you make at the Squadron, Group, or Wing level to improve morale and efficiency?
27. Are there any areas that you believe could significantly impact recruiting and retention?
28. If you have an Airman that may be considering suicide, how would you utilize Ask Care Escort (ACE)?
29. Who is The Adjutant General (TAG) for the MSNG and what is their responsibility?
30. Who is the Assistant Adjutant General-Air for the MS ANG and what is their responsibility?
31. Who is the Senior Enlisted Leader for the MSNG and what is their responsibility?
32. Who is the MS ANG State Command Chief and what is their responsibility?
33. Who is the Wing/Installation Commander?
34. Who is the Wing CCM?
35. What is the purpose of the MS ANGI 36-1, Force Management?
36. To whom should you refer someone who has been sexually assaulted and wants to file a restricted report?
37. A member being physically fit allows what?
38. The standards set forth in DAFMAN 36-2905 is the responsibility of being maintained 365 days a year by _____?
39. Substance abuse as defined by MS ANG Policy 22-2 is _____?
40. Explain the relevance of the State Partnership Program (SPP) and who are our State Partners?
41. As an NCO, how do you uphold physical readiness?
42. How do you contribute to a professional climate and culture?
43. In what ways do you support professional development for your subordinates?
44. How do you encourage or cultivate a culture of development?
45. As a senior enlisted leader, how do you develop trust with members of your team?
46. How will you leverage personal experience/knowledge to effectively accomplish and advance the mission?
47. How will you empower and maintain harmony between caring for people and mission execution?
48. As a leader, what is your approach to competing demands and setting priorities within your section?

49. As outlined in the Blue Book, what is covered under Chapter 4 and why is it important in our Profession of Arms?
50. As outlined in the Blue Book, describe a situation where you had to make a decision that required you to prioritize service before self. How did you handle it?
51. What are the virtues of Excellence in all we do and how have you demonstrated them?
52. As outlined in the Blue Book, how is loyalty defined and how do you carry that out in your unit?
53. The Strategic Communications (Strat Comm) Playbook outlines the 6 Fights We Must Win. Name one and explain your understanding of it.
54. The Strat Comm Playbook outlines the terms Defend, Deter and Dominate. Briefly describe your understanding of each.
55. The Strat Comm Playbook outlines the four priorities of the National Defense Strategy (NDS). List one and explain your understanding of it.
56. According to the Strat Comm Playbook, which of the Air Force core functions does your job support?
57. From the Innovate section of the Strat Comm Playbook, how should leaders empower Airmen to design, plan and build readiness gaining exercises?
58. As outlined in AFDP 1-1, briefly discuss Mission Command.
59. AFDP 1-1 defines Commander's Intent, in your own words, briefly describe it. How will you carry this out if you disagree with it?
60. AFDP 1-1 discusses building teams through mutual trust. How will you ensure trust is earned and not dictated?
61. AFDP 1-1 covers the Five C's of Mission Command. Of the Five, which do you feel you could be most impactful with in your current position?
62. How does increasing knowledge and understanding of the occupational and foundational competencies accomplish the mission?
63. What are the four primary responsibilities of an NCO and provide examples of how you incorporate that into your role within your unit?
64. How will you stay professionally engaged with team members on and off duty?