



DEPARTMENT OF THE AIR FORCE
136TH AIRLIFT WING (ANG) (AMC)
NAS FORT WORTH JRB TEXAS

10 July 2015

MEMORANDUM FOR 136 AW/CCC

FROM: 136 MXS/CC

SUBJECT: Guidance to E-8/E-9 Selection/Review Panels (TANGI 36-5, 1 July 2014, *Selection and Promotion of E-8/E-9 Senior Non-commissioned Officers*)

1. The purpose of this memorandum is to outline my commander's guidance to all 136 MXS E-8 and E-9 Selection/Promotion Review Panels. The following criteria apply to all E-8/E-9 promotion and/or position selections within the unit.
2. **Character**. In short, the selectee should embody the USAF Core Values of Integrity, Service, and Excellence. Dishonesty, unprofessional conduct, unethical practices, a blatant disregard for authority, and an unwillingness to treat others with dignity and respect have no place in the 136 MXS. I want to hire SNCOs who do the right thing, even when no one's looking.
3. **Leadership**. I am looking for leaders. While I highly value technical competence, E-8s/E-9s who lack strong leadership ability are marginally effective at this level. Overall, I expect the selectee to lead by performing all SNCO responsibilities as outlined in AFI 36-2618. Leaders adhere to standards and enforce standards as defined in AFI 1-1. Leaders actively coach, teach, and mentor their people. Leaders invest continuously in subordinates in order to grow their replacements. Leaders have a heart for their people and work tirelessly to care for them. Leaders embrace an "Airman first" mentality. Leaders are always seeking ways to improve the organization and more effectively accomplish the mission. Leaders continually communicate the guidance of superiors to their subordinates. Leaders build positive working relationships with members outside their duty section. Leaders lead.
4. **Work Ethic**. The selectee should have a proven track record of meeting suspenses, producing mission results, and succeeding with additional duties. I need E-8s/E-9s who can juggle multiple taskings within strict timelines and still get the job done. This includes maintenance-specific task oversight and non-maintenance administrative/personnel duties. I want SNCOs who work hard.
5. **Breadth (E-9 Only)**. I really appreciate breadth, especially in CMSgts. For E-9 selectees, I value members who held military positions outside of the duty section they "grew up in" previously. While not required for selection, breadth is an indicator for future success in positions overseeing multiple career fields.
6. In summary, I expect the entire Selection/Promotion Review Panel to give careful consideration to these 136 MXS focus areas. My charge to you is to recommend the best

qualified candidate based on applicable regulations and this guidance. Thank you so much for serving in this important role.

TRAVIS D. WALTERS, Lt Col, TXANG
Commander