Department of the Army
SECRETARIAT FOR DEPARTMENT OF THE ARMY SELECTION BOARDS
U.S. ARMY HUMAN RESOURCES COMMAND
1600 SPEARHEAD DIVISION AVENUE
FORT KNOX, KY 40122

AHRC-PDV-S 28 February 2011

MEMORANDUM THRU Headquarters, United States Army Training and Doctrine Command, Attention: ATTG-P, 3 Fenwick Road, Building 11, Fort Monroe, VA 23651-1049

FOR Commander US ARMY Engineer School, 464 Manscen Loop, Building 3201, Suite 1661Fort Leonard Wood MO, 65473

SUBJECT: Career Management Field (CMF) 12 Review and Analysis

1. Reference memorandum, HQDA, DAPE-MPE-PD, 7 January 2011, subject: Memorandum of Instruction for the FY11 Sergeant First Class Promotion and Selection Board.

2. In accordance with the referenced memorandum, the selection board panel reviewing records for CMF 12 submits this Review and Analysis to assist you in executing your duties as proponent for MOS within this CMF.

3. Competence assessment of Promotion Zone (strengths and weaknesses).

a. Performance and Potential. The records of NCOs in this CMF indicate the leadership to perform duties at current grade or next higher grade in an above standard manner. It is also obvious that there are a number of NCOs within the population that are actively seeking diverse and difficult assignments to set them apart from their peers.

b. Utilization and assignments. Overall NCOs are doing well in balancing line time with TDA time and following the career path chart as outlined. Keeping focus on both types of assignment is important and shows that they are able to strive for excellence in a variety of assignments. It is important that they pay attention to published CMF career path guidance.

c. Training and Education. In general NCOs are completing the required NCOES training while balancing the difficult OPTEMPO most have sustained. The vast majority have gone a step further and pursued some level of civilian education.

d. Physical Fitness. This portion did well to highlight how they were assisting others but did poorly in quantifying or justifying excellence bullets on the NCOER. It is important to only mark excellence for scores that clearly are excellence. Placing bullets that do not justify the rating are clearly not useful.

e. Overall Career Management. The NCO's that are seeking the tough assignments stood out among their peers, as did those that have not. It is important to balance leadership time with staff and training time and those that balance this while performing well in both clearly stood out. Special assignments are fine but should not overshadow troop leading time.

4. The structure of each respective MOS forced NCOs to be more competitive but also gave all Soldiers the same opportunities for advancement, leadership positions and promotion.

a. MOS compatibility within CMF. NCOs generally did not work outside their MOS for extended periods. This shows that they are linked to the career field and mission.

b. Suitability of Standards of Grade and Structure. It is evident that career enhancing assignments within the career field exist, with more than enough leadership opportunities to progress.

c. Assignment and promotion opportunity. There are ample amounts of assignments that will create promotion opportunities for those actively seeking the tough and challenging assignments.

d. The overall health of the CMF is extremely strong. With the current OPTEMPO we have been sustaining both home as well as abroad and NCOs are demonstrating the strength of our leaders. The competence and professionalism is at an all time high for what we are asking of them.

5. Recommendations. (Proposals keyed to subparagraphs above).

a. Competence. Seeking out tough leadership assignments while balancing them with some of the demanding special assignments shows that NCO's are versatile and can succeed in various environments. If questions arise, the base is the career path guide.

b. CMF structure and career progression. NCOs should seek out tough and challenging assignments and once they have mastered those at their current level look for opportunities at the next higher grade or position. It is important for leaders to actively look out and reward those high caliber NCO's with these opportunities.

c. Moving from position to position indicated sub-standard performance. It is important to leave NCO's in position for longer duration when possible as it supports a strong rating and highlights outstanding performance.

d. Records update and current photo are important. Those that place the proper amount of effort into their promotion became quickly evident, as well as those that did not and at this point of the war being deployed is no longer excusable.

6. CMF Proponent Packets.

a. Overall quality. The packet clearly outlined the CMF and assisted board members in gaining a clear understanding of each MOS within and what positions members should expect to see each NCO performing, along with what they felt were most critical. Another piece that assisted was the letter provided by the Regimental Commander and Command Sergeant Major, as this highlighted some of those things that they thought deem special consideration as we evaluated each file.

JOHN D. DROLET
Colonel, EN
Panel Chief