DEPARTMENT OF THE ARMY
SECRETARIAT FOR DEPARTMENT OF THE ARMY SELECTION BOARDS
1600 SPEARHEAD DIVISION AVENUE
FORT KNOX, KENTUCKY 40121

REPLY TO
ATTENTION OF

AHRC-PDV-S

18 November 2010

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, Fort Leonard Wood MO, 65473

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

1. Reference memorandum, HQDA, DAPE-MPE-PD, 9 September 2010, subject: Memorandum of Instruction for the FY11 Master Sergeant 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. It was evident that the majority of NCOs in the CMF possess the leadership skill at their current grade and the next higher level. Many records set themselves apart not only by their diverse assignments but by the documented manner of performance and potential in leadership positions.

b. Utilization of Assignment. For the most part, NCOs were seeking assignments consistent with their career progression as outlined in the proponent guidance for each respective MOS. The use of career enhancing assignment opportunities also gave some NCOs valuable experience over others. Those serving in back-to-back specialty assignments limited opportunities for assignment in key developmental troop leading opportunities. Those that followed the published CMF career path were viewed as best qualified for promotion.

c. Training and Education. All panel members agreed that the majority of NCOs had an adequate amount of civilian education and military training according to their MOS under the current OPTEMPO. There was minimum training noted among this population as it pertained to Route Clearance Operations (EOCA, R2C2-Planner, R2C2-Sapper).

d. Physical Fitness. The panel observed too many inflated bullets/ on the APFT portion of the NCOER. Bullets justifying excellence routinely focused on subordinates

achievements and did not give an accurate reflection on the rated NCOs fitness level. Raters need to ensure that the NCOER also reflects the individuals APFT, physical achievements and rate the NCO accordingly. The overall physical fitness of the CMF was very good.

e. Overall Career Management. There were only a small portion of NCOs that failed to follow career management guidance and did not appear to be as competitive with the other NCOs. Those serving in back-to-back staff or administrative positions were generally assigned to installations with adequate leadership opportunities. Overall, the career management within this CMF is strong.

4. The structure of each respective MOS forced NCO to become more competitive but it also gave each Soldier the same opportunities for career advancement, leadership positions and promotion.

a. MOS Compatibility within CMF. Very few NCOs reviewed served for extended periods of time outside their MOS. This indicates a strong linkage of skills to the career field and mission. The standards and grade structure outlined in the proponent guidance were compatible with the DA Secretariat guidance and should be maintained.

b. Suitability of Standards of Grade and Structure. Sampling of the records for this board revealed that assignment opportunities and leadership positions to enhanced career progression are available across the CMF.

c. The overall health of the CMF is very strong. NCOs are excelling in demanding assignments and demonstrating remarkable leadership skills and performance. The strengths and competence of the NCOs were noted in deployed environments as well as in garrison.

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

a. Competence. Two major elements of selection are the evaluation reports and key leadership assignments. Having the right job remains a priority but demonstrated performance excellence is even more important which is what set the NCO apart from their peers. NCOs should continue to follow the CMF career map to capitalize on operational experience as the key to development. This is an area NCOs and leaders need to take ownership of to ensure individual development.

b. CMF structure and career progression: NCOs needs to seek out the tough assignments that will place them in developmental positions. Key leadership positions such as platoon sergeant or MOS equivalent are essential for professional growth to prepare for the demands of higher levels of responsibilities. Leaders need to be assertive in their effort to serve and excel when they get the opportunity.

c. When possible, NCOs must avoid serving in multiple short duration positions

which did not appear to give them adequate time to display performance and show potential.

d. The number of NCOs with SSG or missing photos was unexpected. Although a photo is valid for five years before an update is required, it was viewed negatively by board members when the NCO did not attempt to update their DA photo, especially with significant changes to awards and rank. Records of service indicate opportunity existed for photos to be taken but the NCO did not take the initiative to do so. This gave board members the impression the reviewed NCO did not care.

6. CMF Proponent Packets.

a. Overall quality. The proponent packet provided clear guidance to the board members which allowed their review of each file to be conducted in a deliberate manner. The information provided was clear and in line with Army guidance.

PAMELA L. MARTIS
Colonel, MP
Panel Chief