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

AHRC-PDV-S 27 June 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 Commandant, U.S. Army Fire Center of Excellence, 455 McNair Avenue, Suite 100, Fort Sill, OK 73503

SUBJECT: Career Management Field (CMF) 13 Review and Analysis

1. Reference memorandum, HQDA, DAPE-MPE-PD, 11 May 2011, subject: Memorandum of Instruction for the FY11 United States Army Sergeants Major Academy (USASMA) Training and Selection Board.

2. In accordance with the referenced memorandum, the selection board panel reviewing records for CMF 13 submits this Review and Analysis to assist you in executing your duties as proponent for MOS 13Z within this CMF.

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

a. Performance and potential (particularly leadership opportunities).

(1) Demonstrated exemplary performance in demanding leadership positions such as 1SG, SGM, CSM, Rear Detachment SGM, Fires and Effects Cells and other branch qualifying Brigade or higher staff positions.

(2) Senior Raters and Raters must do a better job distinguishing their best candidates from the fully capable candidates. For example if the candidate is their number one 1SG, then we must say it in a well quantified and defined manner. This will go a long way in separating the candidate from their peers.

b. Utilization and assignments (particularly in PMOS).

(1) Excellent performance as 1SG, OPS SGM, CSM, Rear Detachment NCO, Fires and Effects NCOs at the Brigade level or higher or a combination of these jobs for a period of time of 24 to 36 cumulative months represented the strongest files in the Field Artillery Branch.

(2) Exceptional performance in special duty assignments such as Military Transition Teams (MiTT), O/C, AC/RC, Rear Detachment NCO, ROTC, and FAPO and others were indicators of NCOs that were best qualified and clearly enhanced the panel's assessment of the NCO's potential for promotion.

c. Training and education. Exceeding course standards upon completion of SLC and in some cases USASMA and earning a cumulative 60 semester hours or more towards higher education from an accredited institution were considered exceptional. Additionally completion of functional area courses such as Battle Staff, Master Gunner, Master Resiliency, Joint Fire Power, 1SG, AFATDS, Joint Fires Observer, and Tactical Air Operational course just to name a few.

d. Physical Fitness. The panel considered compliance with Army Physical Fitness Standards as success and exceeding the standard of 90 in each event was considered excellence. The panel granted favorable consideration to those NCOs that earned the Army Physical Fitness Badge and maintained it consistently over a period of time.

e. Overall career management. Leadership positions and positions of potential progression were important to the panel in assessing demonstrated broadened experience, balance, versatility, and adaptability.

4. CMF structure and career progression assessment.

a. MOS compatibility within CMF. All MOSs within the CMF had an equal opportunity for promotion with no prejudicial consideration given to any specific MOS. Those Soldiers that were positioned in a highly demanding position for 24 months or more clearly stood out. The large number of non-standard assignments in support of current operations did not detract from the panel's opinion or view of the total Soldier. Soldiers that served outside their CMF were considered without prejudice during the selection process.

b. Suitability of standards of grade and structure. The Field Artillery Branch standards for grade and structure continue to ensure that NCOs are provided the right assignments at the right time. Soldiers were consistently slotted in proper MTOE positions at the current grade and potential advancement grade. The branch must take aggressive steps to ensure our 13Fs are intensely managed for placement into career enhancing positions.

c. Assignment and promotion opportunity. Opportunities to serve in leadership positions and gain the requisite experience for promotion are adequate. There is no shortage of demanding leadership positions within the branch. The panel clearly understood the Soldier has very little control over their assignment, as the needs of the Army will always take priority. A good example of this would be consecutive TDA assignments, e.g., AC/RC, ROTC, or which are directed by Human Resources Command. Soldiers should refrain from voluntary consecutive TDA assignments.

d. Overall health of CMF. The CMF is healthy and extremely competitive. There is no shortage of qualified NCOs to shape the future of the branch.

5. Recommendations. The Soldier is the single best manager of their career. Soldiers must be personally involved in their career and records management. They should actively seek tough and demanding duty assignments at every opportunity.

(1) NCOs should strive to serve as a First Sergeant for 24 – 36 months.

(2) NCOERs are the single most important tool for promotion or selection.

(3) Senior Raters need to clearly define the top NCOs by quantifying their bullet comments, i.e. "Best 1SG of the five I Senior Rate" – "My number one choice for Sergeant Major" – "Top 5% of all Master Sergeants I have ever served with in 26 years", etc.

(4) NCOs who fail to validate ERBs or take a DA Photo in their current grade are at a disadvantage. Those who cannot update records or photo due to deployment should include a letter to the board. Not having a DA Photo sends a message that the NCO does not care.

6. CMF Proponent Packets. The proponent packet provided by the Field Artillery CSM was extremely valuable in establishing effective and reasonable standards for the panel. The Field Artillery Proponent Packet, along with the Board MOI, should be distributed to the field as well as included in instructions at the NCO Academy, NCODPs, and presented as a career guide for our NCO Corps.

PATRICK J. DONAHOE
Colonel, AR
Panel Chief