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

AHRC-PDV-S 20 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 Commander, Maneuver Center of Excellence, Fort Benning, GA 319055

SUBJECT: Career Management Field (CMF) 11/Infantry Review and Analysis

1. Reference memorandum, HQDA, DAPE-MPE-PD, 11May 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 11 submits this Review and Analysis to assist you in executing your duties as proponent for MOS within this CMF.

3. Board Issues and Observations

a. DA Photo

(1) ASU/Class A's standards. Wearing badges between awards and CIB/EIB was a common discrepancy. Stacking Tabs on the pocket of the ASU was also a common error.

(2) The panel observed inconsistency with photographs taken at frontal as opposed to oblique angle. This did not affect the individual evaluation, but was noted as a failure to standardize the DA Photo standard across the Army.

b. NCOER

(1) Part IVc Physical Fitness and Military Bearing. APFT score must be annotated regardless of blocked checked to assist the individual assessment fitness.

(2) Inconsistency evaluation between Rater and Senor Rater without NON-CONCUR from the Reviewer with memorandum attached, confused the message the rating chain was trying to covey.

(3) Rear-Detachment duty titles and descriptions are inconsistent. They vary from Rear-D NCO/NCOIC, 1SG, BN CSM, to BDE CSM without a justified Daily Duties and Scope.

c. Enlisted Record Brief (ERB)

(1) Most ERBs had inaccurate duty positions and number of moths in position. This made it very difficult for the board to accurately identify key jobs held (particularly 1SG). Panel members had to rely on NCOERs to establish duty position and length of time in position.

4. CMF structure and career progression assessment. The career map provided in the proponent packet was a valuable guide. However, guidance on non-standard duties such as OCO, MTT and Rear – Detachment NCOIC should be included.

5. Recommendations.

a. ASU/Class A's standards on awards and decorations for Infantry personnel – provide clear guidance on the proper wear of Badges and Tabs, particularly the ASU.

b. Professional military writing – Evaluate and/or implement NCOER and award writing skills/technique at the NCOES.

c. ERB – Implement an ERB brief on what right looks like for duty positions at ALC and SLC. Also include in PCC.

d. Evaluation (NCOERs) between Rater and Senor Rater Inconsistency – Implement a brief at the CPT Careers Course and PCC on NCOERs and the procedure of a non-concurrence on an NCOER.

6. CMF Proponent Packets.

The Infantry proponent guidance packet, and the letter from Office of the Chief Of Infantry provided was very helpful and important for the panel in establishing criteria and weight for selection best qualified Infantry MSG to attend the USASMA. Amplification on the value and weight of non-standard jobs such as OCO, MTT, Rear Detachment should be added.

DAVID M. MILLER
COL, IN
Panel Chief

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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. Engineer School, 401 Manscen Loop, Fort Leonardwood, MO 65473

SUBJECT: Career Management Field (CMF) 12 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 12 submits this Review and Analysis to assist you in executing your duties as proponent for MOS 12X and 12Z within this CMF.

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

a. Performance and Potential. Overall, NCOs performed at a lower level in fitness and responsibility than any other of the five rated areas on the NCOER. NCOs who demonstrated excellence across the spectrum of attributes, over a sustained period of time set themselves apart from their contemporaries. The board recognized excellent service over a sustained period in a variety of demanding duty positions such as a line company, HHC and CSM/SGM positions.

Senior Rater comments are one of the most important aspects of an evaluation. Leaders that used clear and concise comments on where the rated NCO stood among their peers were the most beneficial. For example, saying that a NCO stands number one out of five NCOs he/she senior rates provided a clearer picture than saying the NCO has boundless potential.

b. Utilization and assignments (particularly in PMOS). Noncommissioned Officers must continue to seek challenging assignments in both operating and generating force units. NCOs who served with excellence in the operational in addition to superior performance in the generating force indicated the NCO's versatility in key leadership, instructional and complex problem solving environments in the CMF 12 and was viewed as NCOs with the greatest potential for promotion.

c. Training and education. Generally, NCOs are completing the requisite NCOES and functional courses for advancement. Those NCOs who exceeded the course standard or graduated with honors received special consideration from the board panel. Successful, *recent* completion of courses like the Battle Staff NCO Course, Master Resiliency Training, CIED and civilian education demonstrated the NCO's commitment to their professional development as a senior NCO in the Army.

d. Physical Fitness. NCOs that stay in top physical condition are more desirable than those that do not. It's an indication of a healthy lifestyle that is usually transferred to the unit's members. Posting results of the NCO's APFT and addressing how the NCO contributed to the unit's comprehensive Soldier fitness program provided a relevant snapshot of a senior NCO's contribution to the unit's overall fitness.

e. Overall career management. Master Sergeants are given ample opportunity to seek key leadership assignments as prescribed in CMF 12 Proponent Guidance and Career Map. Well documented performance in duties inside the Brigade Combat Teams, Echelons Above Brigade units and key developmental assignments indicated a well rounded NCO capable of excelling at the Sergeants Major level.

4. CMF structure and career progression assessment.

a. MOS compatibility within CMF. Overall, NCOs are properly utilized in their particular field within the CMF. Individual Augmentee taskings (MITT, ETT) enhanced a Soldier's career. The trend for most key leadership duty positions addressed the NCO's proficiency in combat, general and geospatial engineering.

b. Suitability of standards of grade and structure. There clearly existed an adequate amount of key leadership and career enhancing positions within the CMF. Senior NCOs in Operations Sergeant, AC/RC or Military Science Instructor positions with the requisite 1SG experience excelled in those key developmental positions than those who did not.

c. Assignment and promotion opportunity. There are plenty of varied assignment opportunities within the CMF for a NCO. Normal tours of duty are in the 24-36 month range. It's a matter of how well they perform while in those key leaderships positions that separated the field.

d. Overall health of CMF. The overall health of the three fields inside the 12 CMF appears to be competitive and is providing the quality NCOs required of the CMF.

5. Recommendations.

a. Competence. Demonstrated excellence in tough leadership positions that were supplemented with special assignments indicated the versatility of a NCO and made them very competitive. A Master Sergeant performing duties as a CSM or SGM was a clear sign that the NCO was ready for promotion.

b. Other, as appropriate. The Enlisted Record Brief did not always match what was in the Soldier's OMPF. Recommend that more attention be given to the ERB as well as the DA photo standards. It was noted that some NCOs were wearing what appeared to be temporary-wear unit awards as part of their DA photo.

Standard duty MOS titles as listed in the MTOE/TDA document should be used on the NCOER. Nonstandard duty titles often caused confusion when assessing the NCO's duty position against the CMF guidance. Recommend using the proper duty title and use the Duty Description block to describe what additional functions has been required of the NCO over the rated period.

6. CMF Proponent Packets.

a. Overall quality. The proponent provided relevant information that allowed the board to identify the best qualified NCOs within the CMF.

b. Recommended improvements. Recommend that the CMF update the professional development model and include all key leadership positions (Master Diving Supervisor, Power Station Sergeant and Chief Instructor) as outlined in their letter to the board.

PATRICK J. DONOHOE
Colonel, AR
Panel Chief