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

28 February 2011

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

FOR Commander, United States Army Aviation Center of Excellence, 453 Novosel Street, Bldg 114, Fort Rucker, AL 36362

SUBJECT: Career Management Field (CMF) 15 Review and Analysis

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

2. In accordance with the referenced memorandum, the selection board panel reviewing records for CMF 15 submits this Review and Analysis.

3. Competence assessment of Promotion Zone (strengths and weaknesses). Overall, the Noncommissioned Officer (NCO) records considered for this promotion board allowed board members to select the best qualified NCOs for promotion to Sergeant First Class (SFC). The best qualified continued to meet the career path gates of their CMF. A variety of assignments in current grade with exceptional ratings with justified comments strengthened the Soldier's file. NCOER duty descriptions and bullet comments on performance and potential need to be scrutinized by leadership for validity; comments should be concise, measurable, and easily understood by all readers. Other factors that contributed to overall potential were current photo, level of physical fitness and military bearing, military and civilian education, military awards and honors. Favorable consideration was given to NCOs that were certified and successfully completed special duty assignments such as Drill Sergeant, IET Platoon Sergeant, Observer/Controller (O/C) and Recruiter. Specific comments by MOS are provided below.

a. 15P (Flight Operations) / 15Q (Air Traffic Control) / 15W (UAV Operator)

(1) Performance and potential (particularly leadership opportunities). NCOs in Aviation Operations (15P) Career Field at SSG level predominantly work in Aviation Operations, Flight Records or as a Training or Schools NCOs in Aviation Battalion or Brigade S-3 sections. NCOs that worked at the SFC level in a Battalion or at the

Brigade level or above as a SSG, and were successful, had a slight advantage over NCOs that had only been successful at the Battalion level. If a 15Q NCO failed to obtain certification required for their PMOS, it negatively impact on their promotion potential.

(2) Utilization and assignments (particularly in PMOS). NCOs serving in SFC positions in Brigade Aviation Elements (BAE) seemed to perform well across the board. A percentage of NCOs in 15Q/15P had multiple TDA to TDA assignments. CMF 15Q NCOs were occasionally assigned outside their PMOS after becoming qualified as Ground Control Approach (GCA), or facility chief, which impacts their career development. When 15P/15Q NCOs are slotted against Accessions Command and TRADOC requirements in positions such as Recruiters or Drill Sergeants, were challenged to perform well when transitioning back to their PMOS.

(3) Training and Education. College is a plus in these career fields; many NCOs have at least 1 year or more civilian education.

(4) Overall career management. HRC should minimize selection from this technical portion of the branch for assignments as Recruiters and Drill Sergeants as NCOs in this portion of the CMF maintaining certification currency and MOS, which should be the focus of utilizing those NCOs. This portion of the CMF remains healthy.

b. 15J (OH-58D Aircraft Armament/Avionics/Electronics Repairer) / 15S (OH-58D Aircraft Repairer) / 15E (UAV Repairer)

(1) Performance and potential. Most NCOs in this career field had served as Squad Leader, Section Sergeant, or Platoon Sergeant. It is fairly easy to distinguish average files from the exceptional files. CMF 15J NCOERs occasionally stated that the NCO was serving as Platoon Sergeant, yet their duty description reflected Section Sergeant. If NCO is serving in an SFC position make sure duty MOS matches the duty description.

(2) Utilization and assignments. Many NCOs in this career field have multiple deployments. Raters evaluating NCOs serving as Instructors/Writers need to recognize performance that makes these NCOs stand out, such as Instructor of the Quarter; Senior Instructor position, or comment on commendable evaluations by external evaluators such as accessions command, TRADOC or their higher headquarters.

(3) Training and Education. NCOs in these MOS had less civilian schooling across the board than other portions of the Aviation Branch.

(4) Overall career management. Overall this portion of the branch remains healthy.

c. 15R (AH-64D Aircraft Repairer) / 15Y (AH-64D Aircraft Armament/Avionics/Electronics Repairer)

(1) Performance and potential. Instructor/Writers across the board did not perform well overall at USAALS or USAAWC. NCOs in this portion of the CMF received more Success than Excellence blocks, while the same duty performance in other portions of the CMF rated the same performance as Excellence.

(2) Utilization and assignments. Based on MTOE design NCOs in this portion of the career field rarely have an opportunity to serve as a Platoon Sergeant. Across the board NCOs in PMOS, 15R rarely has the opportunity to serve as Drill Sergeants or Recruiters.

(3) Training and Education. NCOs in this portion of the Aviation Branch seemed to have had a greater opportunity to attend SLC at the SSG level. Many had completed SLC, which was a plus. NCOs in these CMF had some civilian education with many completing requirements for the Airframe and Power plant certification.

(4) Overall career management. A small amount of these NCOs are serving in special duties assignments outside their CMF.

d. 15T (UH-60 Aircraft Repairer)

(1) Performance and potential. Due to rapid promotions and multiple deployments, some of the NCOs in this portion of the CMF had less than 24 months time in a 30 level position. Yet they experience a wide depth and breadth of leadership opportunities. Many NCOs had the opportunity to serve as Platoon Sergeants and Section Sergeants at the AVUM/AVIM level.

(2) Utilization and assignments. Great leadership opportunities exist; NCOs often worked one to two levels above their current grade. Several NCOs had served as Recruiters, Drill Sergeants and in CMF special duties such as ALSE shop NCOIC. Typically, these NCOs had a record of sustained superior performance prior to and after these duties. Many 15T NCOs had experienced a least two deployments. There appears to be some inflation in rating the 15Ts NCOERs, some Excellence ratings were not well justified. The 15T's were challenged in becoming branch certified or extended time spent as a Technical Inspector or Instructor/Writer.

(3) Training and Education. Most of the 15T have attended other military schools such as SERE; Aviation Safety NCO; and Aviation Life Support Equipment. A large portion of the 15T has earned college credits.

(4) Overall career management. Overall this portion of the branch appears to be extremely healthy. It is easy to distinguish the stellar performers from the average performers in the largest Aviation CMF. 15T should be managed to rotate between leadership, special duties, or non troop leading assignments no more than two consecutive years as a Technical Inspector was an indicator of weak leadership, potential required to be a SFC.

e. 15U (CH-47 Aircraft Repairer)

(1) Performance and potential. Due to MTOE design, NCOs in this portion of the CMF had fewer opportunities to serve as Platoon Sergeants; most served as Flight Engineers and Section Sergeants. It is important to specifically describe the leadership requirements of flight engineers and a section sergeant in relations to numbers of Soldier's led.

(2) Utilization and assignments. NCOs that spend repetitive tours serving outside their PMOS or in a non-rated crew member status were at a disadvantage. Some NCOs in this portion of the CMF appear to homestead at TRADOC or other TDA assignments.

(3) Training and Education. This portion of the CMF almost everyone was a ALC graduate and had some college credit. Many NCOs in this portion of the CMF had only college credits earned through from Military Training and the A&P certification

process. Many 15U have attended schools such as SERE; Aviation Safety NCO and Aviation Life Support Equipment.

(4) Overall career management. Their performance in these nonstandard positions was not as stellar as those NCOs who remained in mainstream 15U positions.

f. 15K (Allied Shops Supervisor)

(1) Performance and potential. Very few NCOs have the opportunity to serve as Platoon Sergeants or Production Control NCOs, but superb performance in these positions positively reflected their promotion potential. NCOs that served in special duties in or out of the CMF performed well.

(2) Utilization and assignments (particularly in PMOS). The NCOs should focus on becoming a maintenance supervisor and Production Control NCOIC to set themselves apart from their peers.

(3) Training and Education. Many of the NCOs in this portion of the CMF have one to two years of college. Some have earned A&P certification.

(4) Overall career management. NCOs in this MOS should consider serving in demanding assignments outside the CMF or they perform well outside CMF and transitioning back into the CMF with no hindrance to duty performance.

4. Recommendations.

a. Competence. Too often raters focused only on additional duties or schooling in the competence block verses technical and tactical MOS proficiency. Sustained excellence in competence is a significant achievement across and NCOs career.

b. In CMF 15, NCOs have limited opportunities to serve as Platoon Sergeant based on MTOE design structure and many SSG work for other SSGs. Whenever possible, SSGs should not be rated by another SSG in the same section/career field, unless that SSG is promotable.

c. Other as appropriate.

(1) Combat Experience. Very few had no deployment, however, deployed NCOs had more opportunity to demonstrate leadership and branch proficiency in a combat environment.

(2) Awards and Medals. It is common for NCOs in CMF 15T and 15U to have multiple Air Medals (AM). The only discriminate in awards were those who earned the V devices.

(3) Service in Special Operations Aviation (SOA). Within the Special Operations segment of this portion of the CMF it was easy to distinguish between the stellar performers and the average NCOs. A significant portion of the 15S, 15T and 15U NCOs had served in SOA, which was career enhancing for some NCOs. It is very rare for an individual to serve outside the SOA once and return back to the SOA. If a SOA NCO serves in a special duty outside of the CMF typically does not return back to the SOA. They are limited in the ability to serve at higher capabilities nor do they serve in duties outside the CMF. They were potentially limit advancement to the next higher grade.

(4) DA Photos. The majority of individuals not having a photo in the file were in the secondary zone. Individuals are not preparing their uniform for an official photo. Unit awards (not reflected in ERB), airborne background trimming, unauthorized foreign awards, green tabs need to be removed for official photos. The requirement was a photo taken in the last 5 years. A dated photo not matching the ERB because of deployment was not looked on negatively by the Board. No photo in the file reflected negatively.

(5) NCOs serving in TRADOC and other TDA assignments should be rated by military personnel. If civilian personnel serve as raters or senior raters of NCOs they should be provided with training on NCOERs and these evaluations should be screened by the organizations senior ranking NCO to ensure compliance with AR 623-205.

(6) An NCO serving in a Platoon Sergeant position longer than 90 days, should be rated as the Platoon Sergeant and have an NCOER to reflect their duty and

performance. NCOs with less than 90 days should be a leadership or a competence block reflects time and performance in position.

(7) Proponent Information Paper. The Aviation Branch CMF Information Packet was helpful in establishing Board Standards but needs improvement in establishing criteria for the Best, Exceptionally, and Fully Qualified Soldiers by MOS. For example, what are the branch certification criteria for a 15P by duty position and time in that position. The Aviation Branch Information Package should establish specific criteria for each MOS on what constitutes Best, Exceptionally and Fully Qualified in terms of branch certification, CIV/MIL education and special duty assignments outside of the primary MOS. The Armor Branch CMF Package methodology is an excellent example.

CARL R. COFFMAN
COL, AV
Panel Chief