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-P, 3 Fenwick Road, Building 11, Fort Monroe, VA 23651-1049

FOR Commander, United States Army John F. Kennedy Special Warfare Center and School, 2502 Ardennes R, Fort Bragg, North Carolina 28310

SUBJECT: Career Management Field (CMF) 18 Review and Analysis

1. References.

a. DAPE-MPE-PD, Memorandum of Instruction for the FY11 Sergeant First Class Promotion and Selection Board, dated 7 January 2011

b. AHRC-PDV-S, FY11 Sergeant First Class Promotion Selection Board Standard Operating Procedures, dated 3 February 2011.

2. The selection board panel reviewing records for CMF 18 submits this Review and Analysis to assist you in executing your duties as the Proponent.

3. Executive Summary. The panel established high standards for the CMF, areas of emphasis included leadership (including leadership schools such as Ranger and Jumpmaster), foreign language proficiency, and initiative to further civilian education. Favorable consideration was also given to those who served in broadening assignments such as in the United States Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS). NCOERs were the cornerstone of determining best qualified in the CMF and found to be an area where additional leadership emphasis is required throughout the Special Forces (SF) Regiment.

4. CMF Overview. Most NCOs with successful Operational Detachment Alpha (ODA) time did well during the review and voting process. NCOs currently serving as the Senior NCO in their respective MOS were given additional consideration and SSG's who completed the SF Intelligence Sergeants Course and served in an 18F position were given an additional level of consideration. Those select few SSGs who had already completed a successful tour in an SF Group and were currently serving in USAJFKSWCS or as a Drill Sergeant stood out above their peers. Instructor time was considered very important and viewed as an exceptional career goal for an SF NCO after successful completion of his initial SF assignment. NCOs who completed Ranger school, the Jumpmaster course and the Expert Infantry badge (EIB) stood out among

their peers. Valorous awards were considered and given appropriate credit. APFT scores of 270 and above were typical and scores of 300 were frequently observed and were considered very favorably.

5. Issues and Observations (items of interest to the field relating to the board process, procedures and personnel files). As this panel recesses, we have been at war for over nine years, providing our nation the best trained and most combat experienced special operations forces in our history. SF leaders must focus on getting back to the basics of managing our junior NCOs to ensure the quality of our force into the future. This input is provided to inform leaders at all levels for use in mentoring and coaching NCOs (and officers) in the career management of the world's finest Soldiers.

a. NCOERs. The NCOER was clearly the single most important document in a Soldier's file. Frequently, NCOERs did not effectively capture the actual duty position, with many stating the NCO was in the senior 18 Series MOS position on his detachment, but the duty MOS showed him in the junior position. This caused confusion and delay in determining the actual position the NCO was serving in for the evaluated period. Rater and Senior Rater (SR) comments on numerous NCOERs were contradictory. Some examples were Raters marking "Among the best" and the Senior Rater marking 1/1 but writing "Promote with peers", or "promote when eligible". Consistency in ratings was important as these ratings placed the rated Soldier at a disadvantage by making the panel member to assume what the leadership was trying to say in the NCOER. It was clear among the board members that the CMF needs additional training and education on the NCOER system at the company level and below. Properly recording an NCO's performance and potential and clearly articulating that on the NCOER gave a much better snapshot of the Soldier.

b. DA Photo. This was a weak area across the CMF. There was a significant number of NCOs who did not have a DA photo which the board considered to be a lack of individual initiative and leader involvement. Files with photos, especially recently taken photos, were considered favorably reflecting an NCO who has attention to detail in managing his career. Leaders at the ODA and company level need to take an active role in ensuring their Soldiers complete this important task.

c. Utilization and assignments. Most NCOs were assigned to the primary positions as ODA Team members across the CMF. It is clearly understood that ODA time is the primary, core level position for CMF 18 SSGs. NCO's who also served in broadening assignments such as Instructor, Drill Sergeant and Recruiter were considered the best qualified in the CMF. There were no significant issues of Soldiers serving outside of their core CMF duties.

d. Enlisted Record Brief (ERB). Some ERBs were not updated and duty positions did not match those on the NCOERs or were not entered at all. Overall, CMF 18 ERBs

were mostly accurate and did not cause significant problems for the board members to understand.

e. Professional Development. Board files reflecting continued military and civilian education and initiative to continue to develop foreign language skills were looked upon favorably the board members. Senior Leader Course completion was an exceptional achievement and very favorably viewed by the board.

6. CMF Proponent Input. Information provided by the proponent was relied upon heavily by the panel members in the development of panel standards for each CMF. Reviewing and updating proponent guidance is important to assisting panel members ensure the best qualified NCOs are recognized during the board process.

DAVID P. FITCHITT
Colonel, SF
Panel Chief