_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 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 Commandant, US Army Air Defense Artillery Center, Fort Sill, OK 73503

SUBJECT: Career Management Field (CMF) 14 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 14 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.

(1) Demonstrated performance in the demanding leadership positions as PSG, 1SG, and authorized MSG or SGM positions influenced the panel's determination of best qualified for selection.

(2) Senior Rater and Rater "box check" with quantitative comments that differentiate the best from the fully qualified candidates strengthened the individual file against an extremely competitive population.

b. Utilization and assignments (particularly in PMOS)

(1) Excellent performance in PSG, or similarly demanding positions, for 36 cumulative months or more was indicative of the strongest files in the Air Defense Artillery branch. Operations Sergeants, with the additional duty of Platoon Sergeant, were also favorably recognized. Raters must clearly articulate the span of influence and the number of Soldiers supervised by the rated NCO. The panel also recognized SFCs

successfully serving at higher grades as an additional indicator of potential success at the rank of MSG.

(2) Exceptional performance in special duty assignments such as Transition Team member, Drill Sergeant, Recruiter, NCOES Instructor/Writer, Observer Controller/Trainers, Master Gunner/Evaluator, Inspector General, Equal Opportunity Advisors, AC/RC, BOLC II Instructor, HRC and PPD career advisors, 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, earning an Associate's Degree, or completing 60 college level semester hours from an accredited institution were considered exceptional. Additionally, completion of courses such as, Combative Level 3 or 4, Jumpmaster, Battle Staff, First Sergeant, Ranger, or Pathfinder courses were favorably considered.

d. Physical Fitness. The panel granted favorable consideration to those NCOs that earned the Army Physical Fitness Badge and had substantiated excellent ratings in physical fitness.

e. Overall career management. Leadership positions were important to the panel in assessing the NCO's potential for promotion. Special duty assignments showed 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 and with no prejudicial consideration given to any specific MOS. Those Soldiers that sought the tough and demanding jobs 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. Those Soldiers that served outside their CMF and performed well in support of the GWOT mission were favorably recognized.

b. Suitability of standards of grade and structure. The Air Defense Artillery Branch standard for grade and structure continues to ensure that NCOs are provided the right assignments at the right time.

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 in their assignment, as the needs of the Army will always take priority. A good example of this would be consecutive TDA assignments, e.g., Recruiter, Drill Sergeant, or AIT Instructor directed by Human Resources Command. These are very demanding assignments on both the Soldier and

the Family. Soldiers, however, should refrain from voluntary consecutive TDA assignments.

d. Overall health of the 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. NCOs should actively seek tough and demanding duty assignments at every opportunity.

6. CMF Proponent Packets. The proponent packet provided by the Air Defense Artillery CSM was extremely valuable in establishing effective and reasonable standards for the panel. The Air Defense Artillery Packet, along with the Board MOI, should be distributed to the field as well as included in instruction at the Captain's Career Course and Noncommissioned Officers Academies and presented as a career guide for our NCO Corps.

GARY A. AGRON
Colonel, FA
Panel Chief