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 Commandant, Maneuver Center of Excellence, 35 Ridgway Loop, Fort Benning, GA 31905

SUBJECT: Career Management Field (CMF) 19 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 19 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.

4. Performance and Potential. Across the Branch, performances of the Armor NCOs were extremely strong. Only a few did not have combat/deployment experience. There were multiple NCOs that had back – to – back TDA or Korea to TDA assignments. These individuals did not have the opportunities to demonstrate the performance and promotion potential of their peers. The NCOER covering periods of combat read much better than Special Duty NCOERs. Multiple deployments have resulted in a very experienced Armor NCO population. This experience will serve the branch well. SSG

serving as Platoon Sergeants in a combat environment for over three months were looked upon very favorably.

5. Utilization and Assignment. In the Armor Career Field it is critical that NCOs become branch certified as a tank commander, vehicle commander or section sergeant prior to accepting special duties assignments in and out of their CMF. NCOs that were branch certified and working as a Platoon Sergeant before working a special duty were looked on more favorably than those not branch certified and/or working outside special duties. The CMF guidance was to focus on branch certification as an SSG, however, several NCOs were being promoted and moving immediately into special duties prior to becoming branch certified.

6. Training and Education. CMF guides did not put special emphasis on civilian education as an indicator for promotion potential. Many 19K NCOs, on an average, had more civilian education than the 19D population. The 19D had much more military and specialty school opportunities. The CMF 19 had the opportunity to attend required NCOES course work.

7. Career Management. Most CMF 19 NCOs are being managed correctly by spending their initial SSG years on the line becoming branch certified. Those NCOs moving into special duties before being branch certified found it difficult to get certified prior to the Promotion Board. Those who remain on the line as new SSG's managed to become branch certified quicker than those who were promoted and immediately accepted a special duty assignment. Armor Branch should consider keeping newly promoted SSG's on the line for a minimum of two years to refine their war fighting skills in a critical leadership position.

8. Physical Fitness. An excellence block should be quantified by a statement reflecting that the individual earned the APFT badge or scored 90 or above in each event. The branch as a whole appears to be fit. An individual exceeding body weight by more than 30lbs and height consistent increases on the NCOER draws negative attention.

9. Other as appropriate.

(1) 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.

(2) 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.

(3) 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 have this rated on the leadership competence block reflecting time and performance in position.

(4) Proponent Information Paper. The Armor Branch CMF Information Packet was very thorough in providing selection criteria for CMF 19 Soldiers. The criterion for Best Qualified, Exceptionally Qualified and Fully Qualified was very clear. The value of critical leadership positions, key developmental assignments, civil and military education was essential in establishing Board standards. Maintain the Armor Branch CMF Package methodology.

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Panel Chief