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 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, 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, 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 19 submits this Review and Analysis to assist you in executing your duties as proponent for MOS 19Z within this CMF.

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

a. Performance and potential (particularly leadership opportunities).

(1) Overall the Noncommissioned Officer (NCO) records considered for this promotion board allowed board members to select the BEST QUALIFIED NCOs for selection to attend the United States Army Sergeant's Major Course (USASMC) and ultimately get promoted to Sergeant Major in CMF 19 career field. The best qualified continued to meet the career path gates of the CMF. Distinguished First Sergeant time (at least 18 months minimum) in current grade with exceptional ratings, quantifiable comments and coupled with any other branch qualifying/career enhancing assignments help strengthen a Soldier's file.

(2) NCO's who served for at least 12 distinguished months in a First Sergeant position in the line unit followed by an elevation to an HHC/HHT(BN/SQDN, BDE/REGIMENT or higher) were looked at very favorably by the board. 36 months total first sergeant time was considered optimal. The bullets used to quantify Rater and Senior Rater comments for excellence need to be powerful and specifically related to the NCO's performance, very easy to understand and must convey the true impact of the NCO's performance and potential

during the rated time. In addition, discriminators that clearly separated the best from the rest included; the state of his records (recently updated), current DA photo with all awards and decorations reflected on the ERB, physical fitness, military and civilian education as well as other military awards and honors. Favorable consideration was given to NCO's that were certified and successfully completed other special duty assignments such as Drill Sergeant, Observer/Controller(OC), Active Component/Reserve Component(AC/RC), IET Platoon Sergeant, Recruiter, Master Gunner (Tank and Bradley), ROTC Senior Military Science Instructor, IG and last but not least EOA duty.

(3) NCOER: The purpose of the report is to clearly articulate to the board the best qualified NCOs. Senior Raters need to expressly quantify the rated NCO against his peers. If the NCO is the absolute number one performer then the Rating officials need to say so with strong quantifiable comments. NCOs serving in key positions during deployments received evaluations with more clearly defined and measurable ratings.

b. Utilization and assignments (particularly in PMOS).

(1) 1SG/MSG's who held non-standard positions within the CMF ie, Rear-Detachment First Sergeant, Rear-Detachment SGM/CSM were given consideration as documented on the NCOER. These positions are necessary for the development of the NCO and without a doubt are not supported by unit's MTOE but still necessary to ensure the unit's success. In some cases, it was difficult to assess leadership potential for NCOs serving in these positions that supervised a limited number of Soldiers or a lot, so be specific as possible so that degree of difficulty and level of responsibility is clearly articulated.

(2) NCO's who branch certified prior to moving into other special assignments/jobs were looked upon more favorably than those not branch certified and/or working outside in special duties positions.

c. Training and education.

(1) Understanding that completion of SLC is required prior to the selection for USASMA and SGM, attendance at the First Sergeant Course was favorably viewed by the board. At a minimum all NCO's should possess at least an Associate's Degree or accumulated 60 or more credit hours towards a degree.

d. Physical Fitness.

(1) An excellence block should be quantified by a statement reflecting that the individual earned the APFT badge, scored 90 points or above in each event. A sustained score of 270 or above was received very positively. In addition, NCOs who had a significant impact on the units special population PT program by decreasing the APFT failures, overweight , and increasing the units overall APFT/Fitness level were received positively.

(2) The board paid attention to NCOs who showed a significant fluctuation in height and weight. Significant increases in height and/or weight over time drew the attention of the board members and was not viewed favorably.

e. Overall career management.

(1) Most CMF 19 NCO's are being managed appropriately and spending the right amount of time in branch qualifying positions, in line Company/Troop as First Sergeants before moving to other career enhancing assignments. Those who stayed the course until certification and then moved to other special assignments were looked at more favorably. It's important to note that back to back TDA assignments and serving multiple tours in non-deploying units was not looked upon as favorably as NCO's who were assigned to more challenging branch qualifying positions in MTOE units. 36 months in a TDA assignment after getting certified in your CMF current grade and position was understood by the board to be the norm.

4. CMF structure and career progression assessment.

a. MOS compatibility within CMF.

(1) Overall the CMF structure and career progression was very positive, but there is always room for improvement. Operational requirements have caused units to assign NCOs to positions that do not fit the CMF 19's typical model ie...Transition Team NCOIC, Rear Detachment NCOIC, Provincial Reconstruction Team NCOIC and Command Post NCOIC. These duty positions by themselves are viewed as challenging by the board, but the focus of the board members was on the rated performance in the position rather than the position itself.

(2) 19D/19K background NCO's both fared well in regards to assignments and being branch certified. However we must ensure that we balance and monitor very closely the distribution of MTOE assignments versus TDA by identifying recently redeployed combat leaders so we can utilize their experience as soon as possible and vice-versa. Assignment opportunities exist for all CMF 19 MSGs who desire to meet the critical leadership requirements. Those MSG's that did not have at least 18 months of distinguished leadership time were not favorably considered.

b. Overall health of CMF.

(1) The overall health of the CMF is very good. CMF 19 is populated by very talented Senior NCOs.

5. Recommendations. (Proposals keyed to subparagraphs above).

a. Competence.

(1) Continue to emphasize branch certification as stated above and encourage special assignments afterwards that keep Senior NCOs enhancing their career so that they remain competitive and we maintain the Best Qualified approach to the selection in our branch and select only the most talented in our CMF. The leadership development and potential shown by the NCOs as conveyed through the evaluations were impressive. Continue to emphasize career enhancing schools as well as civilian education, information is knowledge.

(2) Letters to the President to board which clearly identify items of interest that were not fixable or that were missing from a Soldiers files/records was looked at very positively by the board members and showed that the NCO cared for his/her records and cared about being selected for schooling/promotion.

6. CMF Proponent Packets.

a. Overall quality.

(1) The Armor Branch CMF packets were very well put together and provided the necessary guidance so that it was easy to determine the Best Qualified, Exceptionally Qualified and Fully Qualified...Outstanding layout by the proponent team. Maintain the Armor Branch CMF packet methodology/system.

PATRICK J. DONAHOE
Colonel, AR
Panel Chief