DEPARTMENT OF THE ARMY
U.S.ARMY HUMAN RESOURCES COMMAND
SECRETARIAT FOR DEPARTMENT OF THE ARMY SELECTION BOARDS
1600 SPEARHEAD DIVISION AVENUE
FORT KNOX, KENTUCKY 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, Maneuver Center of Excellence, Fort Benning, GA 31905

SUBJECT: Career Management Field (CMF) 19 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 19 submits this Review and Analysis to assist you in executing your duties as proponent for MOS within this CMF.

3. Competence assessment of Promotion.

a. Performance and potential. Leadership opportunities exist beyond the flight line. Excellences on the NCOER in multiple jobs were an important indicator of potential for future performance. Each block in Part Va sends a distinct message when compared with the body of ratings.

b. Utilization and assignments. We continue to be an Army at War. The war is being executed with Soldier assignments in constant motion using ARFORGEN. Because of the competing demands of combat and the institutional Army we expected to see a relatively normalized flow from MTOE to TDA and return; we did not! Soldiers spending excessive time in TDA assignments, without acquiring requisite combat experience did not gain the development, nor display the experience, to their profession of arms.

c. Training and education. Education was considered an important factor. Civilian and military continual development by our Senior Noncommissioned Officers was imperative.

d. Physical Fitness. The questionable veracity of height/weight and APFT reporting continues to plague a small but noticeable number of Noncommissioned Officer Records.

e. Overall career management. Soldiers should track along loose career paths that ensure currency and competency in their MOS. However, the diverse nature of current operations requires and rewards a broad based tool kit of experiences. Overall career management should center on Troop Leading responsibilities regardless of the root of experience (i.e. branch immaterial Platoon Sergeant, First Sergeant, MTT, PTT, etc.) The board saw multiple records where Soldiers displayed excellence and significant potential in a particular job sooner than CMF proponent established time frames.

4. CMF structure and career progression assessment.

a. MOS compatibility within CMF. The majority of Noncommissioned Officers within the CMF were exposed to their core field sets. Additionally many Noncommissioned Officers were shown to be successful when exposed to opportunities and experiences beyond their CMF. Exposure within and outside the CMF was viewed favorably when accomplished successfully.

b. Assignment and promotion opportunity. Although several opportunities exist for excellent Noncommissioned Officers to serve in positions of higher responsibility, the board saw a trend where it appeared these Sergeant First Classes were rated against the next higher grade population. This schema resulted in a "down-turn" of performance as displayed in Rater and Senior Rater markings. Since this board cannot interpret the Raters' thoughts, the rating was interpreted less favorably. It should be reinforced that a Sergeant First Class, serving in the next higher position of authority/responsibility, should continue to be developed and rated against his/her peers in grade.

c. Overall health of CMF. CMF 19 remains vibrant and strong with significant examples of excellence throughout.

d. Other, as appropriate. Raters and senior raters must be reminded of the requirement to screen and expressly define whom they identify as the best of the best. Conflicting messages within the NCOER and lack of definition amongst diverse populations left the board members to decide, in some cases, amongst groups of Noncommissioned Officers with files exhibiting little difference between them. Some raters used repetitive bullets and rating schemas on multiple Noncommissioned Officers across multiple ratings and various jobs.

5. Recommendations.

a. Competence. CMF Managers must be closely attuned with the realities of the environment in the field. CMF 19 must circulate their managed population in a more homogenous manner. Some Noncommissioned Officers are spending too much time outside of the ARFORGEN cycle for too long while others bear the obvious brunt of repetitious overseas deployments with a gradual erosion of performances due to stress.

b. CMF structure and career progression. CMF structure is sound. CMF career progression moves on a broad spectrum. There are multiple paths for successful career progression that includes demanding professional development assignments. Excessive time in any specific job detracted from the display of broad capability in support of the Army's current mission.

6. CMF Proponent Packets.

a. Overall qualities of the CMF 19 Proponent Packets were viewed as marginal. Information within the packet appeared to be generic and noncongruent with respect to the Army's current operating environment. For example, few CMF 19 personnel are serving "on tank" in Afghanistan yet many have the opportunity to serve as Maneuver Platoon Sergeants in combat. This is not addressed in branch proponent packets. CMF proponent should ensure guidance is appropriately aligned with DA guidance. Almost all information in the current packets could be downloaded from the Branch Career website. It would be more helpful if the information presented reflected the Army's current operating environment. Packets should follow common presentations guidelines to include page numbering and spelling. If note pages are available to explain diagrams or elaborate on bullets, they should be included with the packets in order to provide board members with a greater depth of understanding. Packets should be more than PowerPoint bullet deep.

b. Recommend that CMF representative on board duty receives an official briefing from a senior branch representative. This will allow an opportunity for open discussion on topics biased by personal experience and will normalize perspectives.

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Panel Chief