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 Commander, United States Army Aviation Center of Excellence, 453 Novosel Street, Bldg 114, Fort Rucker, AL 36362

SUBJECT: Career Management Field (CMF) 15 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 15 submits this Review and Analysis to assist you in executing your duties as proponent for MOS 15P and 15Z within this CMF.

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

a. Performance and potential (particularly leadership opportunities). Overall, the Noncommissioned Officer (NCO) records considered for this promotion board allowed board members to select the best qualified NCOs for promotion to Sergeant Major (SGM). The best qualified continue to meet the career path gates of their CMF. A variety of assignments in current grade with exceptional ratings with justified comments strengthen the Soldier's file. NCOER duty description 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. Comments by senior raters need to quantify the rated NCO against his or her peers. 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 to NCOs was given to NCOs that were certified and successfully completed special duty assignments such as MITT Team SGT, AC/RC, Observer Controller (O/C), and Special Mission Units. Special comments by MOS are provided below.

a. 15P (Aviation Operations Sergeant/Sergeant Major) / 15Z (Aircraft maintenance Manager/ Senior Aircraft Maintenance Manager)

(1) Performance and potential (particularly leadership opportunities). NCOs in Aviation Operations (15P) Career Field predominately work in Aviation Operations at Battalion, Brigade, or higher. Those MSGs working at the Brigade level and higher and were rated as BDE OPS SGM were viewed favorably over their peers of the same grade at the Battalion level. Those 15P MSGs serving in 1SG positions also had a favorable advantage over those that had only Aviation Operations assignments. NCOs in 15Z MOS had a greater opportunity to serve in positions of greater responsibility such as BDE, BN, and Rear-D CSM than their 15P counterparts, which was clearly understood by the board.

b. Utilization and assignments (particularly in PMOS).

15P/15Z NCOs serving in CSM/SGM positions at BDE, BN, and Rear-D performed very well across the board. A small percentage of NCOs in both MOSs 15P/15Z had multiple TDA to TDA assignments as EOA, and Aviation Administration positions which impacts their career development.

c. Training and education: both military and civilian education were taken into consideration. The panel looked for a demonstrated level of devotion to their profession through measurable and continuous self improvement. Master Sergeants that were able to further their education during these times of constant deployments gave the panel a good indicator their determination and willingness to improve themselves. Two years of civilian education or more was looked upon favorably by the board.

d. Physical Fitness: Overall the NCOs were physically fit and met Army height and weight standards. Individuals who showed consistent high PT scores above 270 and received APFT Badge were ahead of their peers. Those who failed to meet height and weight standards, or failed to pass their record APFT were not viewed favorable for consideration for advancement.

e. Overall career management: The CMF should minimize the length of time Senior Technical NCOs spend out of their CMF while assigned to TDA positions for more than 36 months as it will hurt the individuals chances to compete with their peers.

4. CMF structure and career progression assessment.

a. MOS compatibility within CMF. It was obvious the 15Zs had the bulk of the 1SG time within CMF 15 with an average of 36 months or higher based on MTOE authorization of 1SG positions compared to 15Ps.

b. Overall health of CMF. Overall health of the CMF is in excellent shape with plenty of opportunity for Senior NCOs to excel specifically with the CMFs OPTEMPO. Senior NCOs had a variety of assignments and showed a diverse and well rounded group of senior NCOs.

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

a. Competence.

NCOER Senior Raters/Reviewers: Senior Raters must take the time to appropriately write their comments and give credit to those whom they senior rate. Too many times raters are doing an excellent job at rating their soldiers, but senior raters must clearly quantify the rated NCO against his or her peers to provide a clear recommendation to the board of who the rating chain believes are the best qualified. Reviewers also play a critical role in ensuring that NCOs are getting the appropriate rating and that any discrepancy between the rater and senior rater is addressed.

b. CMF structure and career progression.

It was noted that 1SGs serving more than three years in position that their performance according to their NCOER ratings early in the 1SG position began to deteriorate over time. These results of lower ratings could have been due to burn out, multiple deployments, and staying in position too long.

c. Other as appropriate.

DA Photos: In CMF 15 we must get back to ensuring our Senior NCOs are taking their photo upon promotion to their next higher grade or when appointed to 1SG. Too many NCOs did not have a current DA Photo after being promoted to a new grade for more than two years. Those NCOs that did take a DA Photo did match their ERB for the most part. Some individuals that did not have a DA Photo were 20 to 30 pounds over their table screening weight IAW AR600-9.

Awards and Medals: the only discriminator in awards that was very obvious were in the area of Good Conduct Medals (Service stripes) and Combat Service Stripes matching the photo and ERB. Overall quality was good with individuals taking the time to update their photo and ERB, but too many packets did not have update and many did take a photo after promotion to MSG. Combat and Service stripes on dress uniform did not match ERB.

NCOES/USASMA GRADS: NCOs who graduated from USASMA need to be better managed coming out of the Academy to ensure they remain competitive for promotion. It would be helpful to ensure that these individuals be assigned to challenging positions upon arrival to their first unit to ensure their performance remains steady and chances for promotion remain high.

6. CMF Proponent Packets.

a. Overall quality: The Aviation Branch CMF Information Packet was helpful in establishing board standards and addressed the use of balance methodology in selecting Aviation Sergeants Majors that recognizes that our primary roles are Aviation maintenance and Aviation Operations, but also includes demonstrated strong leadership performance in special and challenging duties as has been brought about due to Modularity and its direct impact on the size of Aviation formations deployed in support of the Overseas Contingency Operations.

b. Recommended improvements: The packet needs improvements in establishing criteria for the length of time individuals should spend in duties outside their MOS. Some individuals spent more than 36 months on duties outside their MOS which could hurt their integration back into their MOS when promoted to the next higher grade.

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Panel Chief