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, U.S. Army Air Defense Artillery Center, 730 Schimmelpfenning Avenue Bldg. 730 Fort Sill, OK 73503

SUBJECT: Career Management Field (CMF) 14 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 14 submits this Review and Analysis to assist you in executing your duties as proponent for MOS 14Z within this CMF.

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

a. Performance and potential (particularly leadership opportunities).

(1) Favorable consideration was given to successful performance in demanding leadership positions, i.e. Command Sergeant Major and First Sergeant. Other qualifying duty positions included Operations Sergeant Major, Joint Tactical Ground Station (JTAGS) Detachment Sergeant; Deputy Commandant (NCOA), Observer Controller at Regional or National Training Center; Human Resources Career Advisor, and other Skill Level 50 positions within the Air Defense Artillery Career Field.

(2) Duty positions were important, but more so was the manner of performance for NCOs in the zone of consideration. Favorable considerations was given to those NCOs who consistently rated high in most areas with quantitative Senior Rater bullets that clearly specified and measured the NCOs performance and potential against their peers.

b. Utilization and assignments (particularly in PMOS).

(1) Excellent performance as a First Sergeant for 36 months was the strongest indicator for future success. All other duty positions were carefully analyzed for overall level of responsibility and number of Soldiers supervised. Soldiers that had at least 24 months as a First Sergeant with at least 12 months rated as an Operations Sergeant Major were also highly competitive.

(2) Successful performance in duty assignments such as JTAGS, Master Evaluator, Intelligence Sergeant, Corps Air Defense Element, MITT Team, Senior Military Science Instructor, Warrior Transition Unit Cadre, Equal Opportunity Advisor, AC/RC Advisors, Inspector General NCOs and Instructor/Writer were indicators as "Best Qualified" and enhanced the panel's assessment of the NCOs overall performance and potential.

c. Training and education.

(1) Former graduates of the US Army Sergeant's Major Course (USASMA) were considered favorably. Successful completion of the Senior Leaders Course was required for consideration and those NCOs who "Exceeded Course Standards" in their NCOES courses clearly stood out.

(2) Having a minimum of 60 credit hours at an accredited institution of higher learning was viewed favorably by the panel. Those NCOs with 120 credit hours or more clearly stood above their peers.

(3) NCOs who successfully completed the Air Defense Master Gunner's Course, Battle Staff, Master Resiliency Training and other functional career enhancing courses stood above their peers. Voluntary courses such as Jumpmaster, Pathfinder, Air Assault, and Ranger, etc. were viewed favorably by the panel.

d. Physical Fitness.

(1) Passing the Army Physical Fitness Test was the standard. Scoring 270+ with 90 points in each event was considered favorably. NCOs were also expected to meet requirements for HT/WT IAW AR 600-9

e. Overall career management.

(1) NCOs who aggressively sought out challenging leadership positions and balanced those with special assignments demonstrated the most qualified experience and versatility required for selection. Again, manner of performance was more important than duty positions.

4. CMF structure and career progression assessment.

a. MOS compatibility within CMF.

(1) All MOS' in the CMF were considered equally in regards to selection.

b. Suitability of standards of grade and structure.

(1) The CMF 14 standards for grade and structure ensure that NCOs are provided fair and equitable opportunities to serve at their current grade or higher position.

c. Assignment and promotion opportunity.

(1) There are ample opportunities for NCOs to seek out and serve in challenging leadership positions. Soldiers serving in non-traditional position(s) due to "needs of the Army" requirements were not viewed negatively although back to back voluntary TDA assignments was not viewed favorably by the panel.

d. Overall health of CMF.

(1) The CMF is healthy and extremely competitive. There is no shortage of qualified NCOs to shape the future of the branch.

5. Recommendations.

a. The following suggestions should be taken out to the field as part of NCOPD's and other professional development sessions with Senior NCO's.

(1) The NCO is the single best manager of their career. They must be personally involved in their career and records management. NCOs should actively pursue the tough and challenging positions.

(2) NCOs should strive to serve as a First Sergeant for 24 – 36 months.

(3) NCOERs are the single most important tool for promotion or selection.

(4) Senior Raters need to clearly define the top NCOs by quantifying their bullet comments, i.e. "Best 1SG of the five I Senior Rate" – "My number one choice for Sergeant Major" – "Top 5% of all Master Sergeants I have ever served with in 26 years", etc.

(5) NCOs who fail to validate ERBs or take a DA Photo in their current grade are at a disadvantage. Those who cannot update records or photo due to deployment should include a letter to the board. Not having a DA Photo sends a message that the NCO does not care.

(6) Letters to the Board are a benefit when they include information that is not easily defined in OMPF or ERB.

6. CMF Proponent Packets.

   a. The CMF Proponent Packet provided by the Office, Chief of Air Defense and the CSM, US Army Air Defense Artillery School was extremely useful in providing information to establish fair and achievable guidelines for the panel to follow.

PATRICK J. DONAHOE
Colonel, AR
Panel Chief