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 17 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, US Army Ordnance Center and School, 2221 Adams Avenue, Fort Lee, VA 23801-2102

SUBJECT: Career Management Field (CMF) 91 Review and Analysis

1. Reference memorandum, HQDA, DAPE-MPE-PD, 22 February 2011, subject: Memorandum of Instruction for the FY11 United States Army Sergeants Major Academy Training and Selection Board (USASMA).

2. In accordance with the referenced memorandum, the selection panel reviewing records for CMF 91 submits this Review and Analysis to assist you in executing your duties as proponent for MOS 91Z within this CMF.

3. Competence assessment of Promotion Zone.

a. Performance and potential. The quality of the Noncommissioned Officer (NCO) records considered for this selection board allowed the panel to select the best qualified NCOs for attendance to the Sergeant Major Course (SMC) and promotion to Sergeant Major. There were numerous documents to review in a short period of time, but the three documents that helped produce the most accurate snapshot of the NCO were the Noncommissioned Officer Evaluation Report (NCOER), the Enlisted Records Brief (ERB), and the Department of the Army (DA) Photo.

(1) Rater Ratings. Raters and senior raters did not routinely send clear and consistent messages. For example "among the best" ratings did not always correlate with the performance box checked on evaluations. Ratings of all "success" with potential ratings of "among the best" are difficult to distinguish from the NCOs who have a majority of "excellence" ratings. Additionally, raters should also be educated on the impact of an inconsistent message. Deeming an NCO "fully capable" when the bullet comments in the evaluation portray a stronger performance and potential picture puts the NCO at a distinct disadvantage and leaves the board member having to speculate.

Raters and senior raters must ensure that bullet comments are quantifiable and measureable.

(2) Senior Rater. Statements such as "promote immediately" and "promote now" should be reserved for the very best NCOs who are considered best qualified for promotion. The rating should correlate with the block checks in part V, c & d. Senior Raters using terms such as "now" and "immediately" but using block ratings of "2" sent mixed signals. Senior Raters should also understand the impact of marking a "2" or "3" block when accompanied by comments such as "promote ahead of peers" sends an inconsistent message.

b. Utilization and Assignments.

NCOs who served successfully in a variety of demanding and high risk assignments were seen as having the greatest promotion potential. Those with a pattern of justified excellence bullets in these positions were easy to recognize and evaluate. Favorable consideration was given to these positions held CSM, SGM, 1SG, REAR-DET CSM/SGM/1SG, BDE level or higher Staff NCO positions, all Transition Teams, Special Mission Units (SMU), IG, EO, Observer Controller.

c. Training and Education.

Both military and civilian education was taken into consideration. The panel looked for a demonstrated level of devotion to their profession through measureable and continuous self-improvement. Master Sergeants that pursued higher education gave the panel a good indicator of the Soldiers determination and willingness to improve, whether it is through technical certification or formal civilian education. The number of semester hours were taken into consideration but Soldiers with college degrees were looked at more favorably. The panel took into consideration those select Noncommissioned Officers that excelled during NCOES. Those NCOs that exceeded course standards were given significant credit for their accomplishments.

d. Physical Fitness.

(1) Overall, NCOs were physically fit and met height and weight standards. Those who consistently exceeded fitness standards as depicted by clear rater bullets were viewed favorably.

(2) The importance of the DA Photo cannot be stressed enough. It gives the panel members a view of the NCOs professional and military bearing as well as the NCOs fitness and achievements. We all agree that the OPTEMPO is extremely high; however, the zone of consideration was the last two years or more. It is rare that an NCO would not have the opportunity during that timeframe to have a DA Photo taken and have it present for viewing by the panel. There were a number of NCOs with major discrepancies with their photos, i.e. US and branch insignia on the wrong side, combat and special skills badges worn incorrectly, not wearing appropriate rank, and ribbons

not in the correct order. NCOs that did not have a valid photo on file made it very difficult for panel members to make an accurate assessment of the NCOs overall appearance and bearing.

e. Overall career management.

Considering the high OPTEMPO of today's Army, most NCOs performed in diverse assignments. Soldiers who performed successfully in modular Brigades and Divisions in addition to non-traditional assignments were viewed favorably by the panel. NCOs are encouraged to continue seeking challenging assignments in modular units first and then follow with professional development non-traditional assignments. For those who successfully performed in high risk positions, the panel took the difficulty of the mission into consideration. Finally, the NCOER, ERB, and DA Photo were all vital parts of the panel assessment process.

4. CMF structure and career progression assessment.

a. Accurate duty titles and descriptions remain critical for properly identifying and NCOs utilization and assignment history. The panel observed several cases where NCOs duty titles did not properly match assignment history on their ERB.

b. Assignment and promotion opportunity.

Assignment and promotion opportunities exist for those First Sergeants and Master Sergeants who seek them. Those who sought the most challenging assignments and performed exceptionally well in their assigned duties were viewed favorably. In addition, those who maintained exceptional skills set the standard for excellence.

c. Overall health of Force Sustainment .

The health of 1SGs/MSGs within the TC, OD, QM, and ACQ CMF's remains strong and NCOs continue to perform well both in and out of combat. To sustain this, NCOs should continue to seek demanding duties in traditional and non-traditional assignments.

d. Other, as appropriate.

None

5. Recommendations.

a. This is a modular and expeditionary force, NCOs must pursue assignments that give experience in supporting expeditionary units and gaining experience in performing key aspects of ARFORGEN.

b. It is essential that NCOs ensure that their "My Board File" is up-to-date, complete, and validated.

c. Competence. NCOs should continue to seek diversity in their assignments and professional development. The panel considered the best qualified future leaders, those who performed well across the full spectrum of military operations.

d. CMF structure and career progression. NCOs should continue to seek a balance of MTOE and TDA assignments. Catalyst to success is action taken by career managers to inform/recommend to NCO assignment opportunities that will give a diverse background.

e. The NCOER still remains the most important document that the board uses to assess the overall performance and potential of the Noncommissioned Officer. It appears in some cases that certain derogatory information was intentionally left off the NCOER that was later discovered in the Soldier's performance file. It is imperative that all raters, senior raters and reviewers use effective Army writing when completing all evaluations.

6. CMF Proponent Packets.

a. Overall quality.

The overall quality and content of the proponent information packet was useful and assisted panel members in selecting the best qualified NCOs for attendance to SMC and promotion to SGM.

b. Recommended improvements.

Align Proponent Packets with the NCO Development Model. The packets provided excellent guidance to the panel members and will continue to better serve future panels if it addresses any special considerations, characteristics, and job opportunities for all MOS's.

Richard B Dix
RICHARD B. DIX
Colonel, LG
Panel Chief