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

28 February 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, US ARMY Military Police School, 464 Manscen Loop, Building 3201, Fort Leonard Wood, MO 65473

SUBJECT: Career Management Field (CMF) 31 Review and Analysis

1. Reference memorandum, HQDA, DAPE-MPE-PD, 7 January 2011, subject: Memorandum of Instruction for the FY11 Sergeant First Class Promotion and Selection Board.

2. In accordance with the referenced memorandum, the selection board panel reviewing records for CMF 31 submits this Review and Analysis to assist you in executing your duties as proponent for MOS within this CMF.

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

a. Performance and Potential. The majority of NCOs in CMF 31 demonstrated leadership skills at their current grade. Rater's bullet comments generally indicated which NCOs were excelling. Many senior raters did not clearly articulate to the board their intentions for promotion. Senior rater comments must clearly match the box ratings in performance and potential and must be clear and concise to assist board members in determining overall quality of the rated NCO.

b. Utilization and Assignments. Overall NCO's are doing well in balancing operational positions with specialty assignments such as Drill Sergeant, Recruiter and Instructor. Those NCOs who had successfully served in critical leadership positions for the duration indicated in the CMF Professional Development Models and specialty assignments were viewed as well-rounded and best qualified for advancement. Multiple, consecutive specialty or staff assignments and/or little or no service in critical leadership positions limited the ability of the panel to assess leadership abilities and potential. Those NCOs that followed published CMF Professional Development Models were viewed as best qualified for promotion.

c. Training and Education. The majority of NCOs reviewed had completed the required NCOES training and many had attained additional military training to enhance

skills in their particular MOS. Most NCOs had continued to seek additional civilian education despite the difficulties presented by the current OPTEMPO. Soldiers who demonstrated a gradual and continuous effort to attain civilian education were viewed favorably.

d. Physical Fitness. Most NCOs are not clearly achieving excellence in this area. Many rater comments focused on the achievements of the rated NCO's Soldiers, instead of focusing on the individual physical fitness and military bearing of the rated NCO. All panel members felt that rater's should clearly indicate the APFT score in the bullet comments. Excellence ratings that were not justified by scores were confusing and not helpful.

e. Overall Career Management. The NCOs that are seeking the tough assignments stood out among their peers. It is important to balance leadership time with staff or administrative positions. Most Soldiers that were serving in multiple or back-to-back staff or administrative positions were assigned to installations with adequate leadership opportunities. NCOs that demonstrated strong performances while serving in a variety of positions were viewed as well-balanced and clearly stood out. Overall, the career management within this CMF is proficient.

4. CMF Structure. Duty positions within each grade appeared to be in line with expected levels of responsibility. Duty descriptions were very useful in identifying the number of Soldiers supervised for some unfamiliar positions with MOS 31D and 31E. The vast majority of duty positions were listed in accordance with applicable manning documents. Those few positions that were not were viewed as unhelpful and illegitimate.

a. MOS Compatibility within CMF. NCOs generally served in positions within their respective MOS. This indicates strong linkage of skills to the career field and mission. Soldiers that served for long periods of time outside of the career field were not viewed favorably.

b. Suitability of Standards of Grade and Structure. Standards of grade and structure outlined in the proponent guidance were compatible with the DA Secretariat Promotion Guidance and should be maintained.

c. Assignment and Promotion Opportunities. Records for this board indicate a wide variety of assignment and leadership opportunities are available throughout the CMF to enhance professional development and promotion potential of Soldiers.

d. The overall health of the CMF is extremely strong. NCOs are excelling in demanding assignments in garrison and combat environments.

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

a. Competence. NCOs should continue to follow MOS professional development models to capitalize on operational experience. Leaders and individual NCOs must take ownership of this process in order ensure proper professional development and promotion potential.

b. CMF Structure and Career Progression. Seeking out tough leadership and administrative assignments, while balancing them with demanding special assignments, demonstrates versatility and depth. Key leadership or specialty assignments such as Squad Leader or Drill Sergeant (or MOS equivalent) are essential for professional growth and prepare leaders for future service in positions such as platoon sergeant. Leaders must provide NCOs the opportunity to serve in these positions and NCOs must actively seek these positions and successfully serve in them for the minimum amount of time recommended in the MOS professional development model. Demonstrated leadership and clearly articulated excellence while serving in a variety of positions is essential to the experiential learning, professional development and future promotion potential of leaders.

c. Multiple Short Rating Periods. NCOs that served in multiple positions for short duration were difficult to evaluate. NCOs should serve a minimum of 12 months in assigned positions to allow them to be properly evaluated. Multiple positions of short duration within the same organization raised questions of the rated NCOs competence, confused panel members and did not indicate balance or versatility. Submission of NCOERs with rating periods of less than 180 days was generally not helpful to the rated Soldier or the panel.

d. Records and Photo Updates: Most NCOs had current photos and updated records. While the photo is valid for five years, board members negatively viewed photos that had not been updated to reflect changes in awards. NCOs that did not update DA Photos gave board members the impression that they do not care about their career.

6. CMF Proponent Packets.

a. Overall Quality. The overall quality of the CMF 31 Proponent Packet was very good. Information was clear and in line with CMF and Army guidance. Professional development models for each MOS were particularly useful.

JOHN D. DROLET
Colonel, EN
Panel Chief