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 20 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 and Commandant, Judge Advocate General's Legal Center and School, 600 Massie Road, Charlottesville, Virginia 22903

SUBJECT: Career Management Field (CMF) 27 Review and Analysis

1. Reference memorandum, HQDA, DAPE-MPE-PD, 11 May 2011, Subject: Memorandum of Instruction (MOI) 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 27 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 selection board process is a pivotal tool for determining the most deserving and best qualified Soldiers for promotion to Sergeant Major. There are numerous documents to review in a short period of time, but the three documents that helped produce the most accurate snap shot were the Noncommissioned Officer Report (NCOER), the Enlisted Records Brief (ERB) and the Army DA Photo.

b. Utilization and assignments: Although there are many assignment opportunities for 27D MSGs, there still are a good percentage of Soldiers that continued to stay in nondemanding positions. There also seems to be a considerable number of Soldiers who have minimal time in demanding positions as they rotate from staff job to staff job. It would benefit the command and the Soldier if there was better command and control of assignments and if Soldiers alternated between demanding MTOE assignments and nominative TDA assignments.

c. Training and education: There were a few Soldiers that graduated from USASMA, but the majority were SLC course graduates. Education credentials seem to really be lacking based on the records reviewed for this board. Quite a few Soldiers had a significant number of credit hours without a degree. Others have no college at all. Soldiers who had a bachelor's degree or higher were seen as highly competitive.

d. Physical Fitness: The board looked favorably upon Soldiers who did well individually on the APFT. Legitimate profiles aside, it was surprising to see that not many Soldiers achieved APFT excellence. Recommend Soldiers strive for this mark. Those with profiles should strive to get 90 points or better in the events that they can do.

e. Overall career management: Soldiers have the opportunity to serve in a variety of assignments and experience the opportunity to deploy with units or on individual deployment taskers.

4. CMF structure and career progression assessment. MOS compatibility within the CMF. 27D Soldiers do not compete for promotion with Soldiers outside the 27D series. There are no compatibility issues.

a. MOS compatibility within CMF: There did not appear to be any challenges with MOS compatibility within the CMF 27D.

b. Suitability of standards of grade and structure: Equal consideration was given to all 1SGs and MSGs in the zone for SMC selection and promotion to SGM. Board members reviewed all leadership positions across the full spectrum of assignments. Division and Corps Chief Paralegal NCO positions are just as strong as 1SG positions in the 27D CMF.

c. Assignment and promotion opportunity: Soldiers serving in a CSM or SGM position and serving in a Division/Corps Chief Paralegal NCO or 1SG positions were viewed as most competitive by the board. As mentioned earlier, more command and control of assignments appear to be needed to control the amount of time Soldiers are staying in staff positions vs. demanding positions.

d. Overall health of CMF: It appears that the overall health of the CMF is good based on the number of competitive packets that were viewed by the board. Soldiers should strive to achieve professional excellence and elevate the professional excellence of those around them.

e. Other, as appropriate: None

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

a. Competence: Recommend the command place more emphasis on continuing military and civilian education and troop leading. Emphasis on enforcing standards and discipline and customs and courtesies in order to demonstrate leadership and motivate

the force to accomplish the mission while taking care of Soldiers is critical for the future of the JAG Corps.

b. CMF structure and career progression: Structure is adequate; would emphasize the need to go to a Division/Corps Chief Paralegal NCO or 1SG position for 24 months or more. Soldiers that were most competitive had a variety of assignments with the majority of time spent in demanding positions mentioned above.

6. CMF Proponent Packets.

a. Overall quality: The proponent packet was very detailed and easy to read. Recommend consolidating the information to make it more concise.

b. Recommended improvements: None

ROBERT C. WHALEY
Colonel, AG
Panel Chief