**DEPARTMENT OF THE ARMY**
U.S. ARMY HUMAN RESOURCES COMMAND
SECRETARIAT FOR DEPARTMENT OF THE ARMY SELECTION BOARDS
1600 SPEARHEAD DIVISION AVENUE
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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 Commandant, U.S. Army Finance School, Fort Jackson, SC 29207-7045

SUBJECT: Career Management Field (CMF) 36B 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 36 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: Enlisted Finance Operations (FO) and Resource Management (RM) functions were merged into one multi-function Financial Management (FM) specialty more than two years ago. Although this is only the second board since the merger, the transition of NCOs from the legacy FO background into FM appears to be occurring at a slow rate. The records reviewed indicated strong performance and potential within FM field however, it was difficult for the board to properly evaluate the CMF based on the merged RM concept due to the size of the population that has received evaluations as financial managers.

b. Utilization and assignments: Attention should be given to ensuring NCOs have an opportunity to gain operational experience within RM as it will be critical to forging an NCO Corps that is able to facilitate the Army's ability to gain efficiencies within FM operations. The background of highly competitive NCOs included a combination of MTOE (FM Company, FM Center, Division and Group G8) non-traditional (Special Missions Unit, Equal Opportunity Advisor, Military Transition Team (MiTT), assignments which both challenge the NCOs and provide exposure to the total operational structure of the Army. Many FM core competencies are not performed in a peacetime

environment, so the most desired developmental plan includes assignments which provide the NCO with an opportunity to hone these skills in a forward deployed environment. NCOs who remained at the same location performing the same job for periods in excess of 36 months were perceived to be less competitive.

c. Training and education: NCOs for the most part are afforded the opportunity to attend NCOES and a variety of "War Fighting Skill" related training and schools. However, only a small percentage of the population had attend CMF functional courses designed to enhance their capabilities as financial managers. The FM School currently offers online courses that NCOs should take advantage of professional development using the Self Development Pillar of leadership development. Since it's often difficult to attend the resident version of these courses, NCOs must strive to complete all functional courses offered online. Civilian education continues to be an indicator of self development progression and looked upon favorably by the board. A Bachelors Degree should be considered as the minimum requirement for NCOs competing for promotion to Sergeant Major. NCOs must continue to pursue Bachelors and Masters Degree producing programs to remain competitive; those with less than 60 credit hours were considered less competitive.

d. Physical Fitness: Evaluation reports indicate the CMF is both physically fit and a fair number of the NCOs continually excel in physical fitness. Raters must clearly state the justification for excellence ratings. Examples include "Earned the APFT Badge" for NCOs score 270 or above on the APFT and/or "achieve the minimum score of 90 points in each event".

e. Overall career management: Managers should aggressively afford NCOs the opportunity to work within RM to develop a multi-functional FM NCO who has the ability to operate in all facets of RM. Managers should encourage diversity in assignments and should work to eliminate the stagnation created when an NCO remains at one location, in same position for an extended period of time.

4. CMF structure and career progression assessment.

a. Assignment and promotion opportunity: As stated previously, the ability to achieve proficiency within FM is enhanced by the experience gained through a variety in types of assignments. NCOs must be placed outside their comfort zone to develop the myriad of skills required to be effective financial managers is an ever changing environment.

b. Overall health of CMF: The "Current Assignment" for a segment of the population indicates NCOs are being assigned to an increasing number of FM functional positions. FM NCOs must constantly strive to take advantage of the professional development opportunities gained through operational assignments, institutional training, and self-development.

5. Recommendations.

a. Competence: In general, bullet comments provided sufficient information to both qualify and quantify the rating given. Both Raters and Senior Raters must strive to clearly communicate the NCOs current performance of assigned duties and whether or not they feel he/she is ready TODAY/NOW to perform at the next higher grade. Most NCOs demonstrated the importance they place on their career progression to the board by taking time to review/validate their records.

b. CMF structure and career progression: The majority of the records reviewed listed NCOs serving in Skill Level 40 or higher positions. Managers must strive to ensure maximize use of Skill Level 50 positions when available.

c. Photographs: Strongly recommended that Master Sergeants take a photograph; absence of a photograph communicates an unwillingness to ensure records contain the most recent information possible. The board does understand that an NCO might be unable to take a new photograph each year due to current operations; however, there should be a "Current Photograph" (one taken within the last five years) in the record.

d. Duty Description and Position must be specific to the function performed. Often, the Principal Duty Title did not coincide with the career pattern. Board members have a clearer understanding of scope and level of responsibility when there is a correlation between the Principal Duty Title and Duty MOSC. For example, Financial Management Advisor equals 36B5O which indicates the NCO is serving in a Master Sergeant Position.

6. CMF Proponent Packets.

a. Overall quality: The CMF 36 "Career Pattern" slide was very helpful with establishing the correlation mentioned in Item 5d. above. The Unique MOS Characteristics breakout of SQIs and ASI to the current population of Master Sergeants was very useful to identify the NCOs who have challenged themselves with Non-Traditional "outside comfort zone" assignments. The Education slide was useful with identifying recommended CMF Courses and Civilian Education goals for FM NCOs.

b. Recommended improvements: The Promotion Potential Indicators in the proponent packet were useful. Strongly recommend ensuring the proponent clearly identify key positions in AR 600-25 in order to assist the chain of command with developing leaders and board members with selecting the best qualified leaders.

Robert C. Whaley

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