**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, United States Army John F. Kennedy Special Warfare Center and School, 2502 Ardennes Road, Fort Bragg, NC 28307

SUBJECT: Career Management Field (CMF) 37 Review and Analysis

1. References.

a. DAPE-MPE-PD, Memorandum of Instruction for the FY11 Sergeant First Class Promotion and Selection Board, dated 7 January 2011

b. AHRC-PDV-S, FY11 Sergeant First Class Promotion Selection Board Standard Operating Procedures, dated 3 February 2011.

2. The selection board panel reviewing records for CMF 37 submits this Review and Analysis to assist you in executing your duties as the Proponent.

3. Executive Summary. The panel established high standards for the CMF, areas of emphasis included leadership (including schools such as Jumpmaster), foreign language proficiency, and initiative to further civilian education. Favorable consideration was also given to those who served in broadening assignments such as inside the United States Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS). NCOERs were the cornerstone of determining best qualified in the CMF and an area where additional leadership emphasis is required throughout the Military Information Support Operations (MISO) Regiment.

4. CMF Overview. This was a very competitive board to determine the best qualified in MISO for promotion to Sergeant First Class. Staff Sergeants who served in core competency and diverse jobs were considered favorably by the board. Positions such as Tactical PSYOP Team Chief, Military Information Support Team (MIST) Team Sergeant, Instructor, Recruiter, Drill Sergeant, as well as Army and Joint staff all were considered favorably by the board. Soldiers already well established in MISO, particularly those serving in a SFC positions were viewed as very favorable. Seeking additional responsibilities and professional development such as Jumpmaster and Battle Staff were looked at favorably as the NCO sought to enhance his leadership skills

in the CMF. Homesteading in a tactical level organization was not favorably considered.

5. Issues and Observations (items of interest to the field relating to the board process, procedures and personnel files). As this panel recesses, we have been at war for over nine years providing our nation the best trained and most combat experienced special operations forces in our history. MISO leaders must focus on getting back to the basics of managing our junior NCOs to ensure the quality of special operations forces into the future. This input is provided to inform leaders at all levels for use in mentoring and coaching NCOs (and officers) in the career management of the world's finest Soldiers.

a. NCOERs. The NCOER continues to be the most important document in the promotion file. NCOERs which did not accurately capture a Soldier's performance and potential, both positive and negative, were observed during the board proceedings. In numerous cases, the Rater and Senior Rater (SR) provided inconsistent messages. Mismatched ratings between the Rater and SR existed, with ratings such as "fully capable" from the Rater and "promote immediately" and a block mark of 2/2 from the SR. These ratings placed the rated Soldier at a disadvantage before the board by making the panel member assume what the leadership was trying to say in the NCOER. Leaders must fairly and accurately capture the rated Soldier's performance on the NCOER. Soldiers who achieved high scores on the APFT also stood out among their peers. Leaders must develop their Soldiers and accurately evaluate them through the NCOER system. There were indicators that continuing education and training on properly preparing an NCOER at the Rater and Senior Rater are needed.

b. DA Photo. There must be leadership involvement to ensure Soldiers are properly preparing themselves for the DA photo process. Lack of a photo was a significant discriminator during the promotion board process and negatively impacted 37 series NCOs without one in their file.

c. Utilization and assignments. A fair number of CMF 37 NCOs are spending more than 36 months in non-demanding positions, i.e. Company Training NCO (a non-MOS related position), Air Operations NCO, and HHC Operations SGT. This was viewed unfavorably by the board. Leaders need to understand that not assigning an NCO to his core competency duty position can have a negative impact on the Soldier's chances for promotion. Broadening assignments outside of the 4th MISOG such as BCT staff, Instructor, Drill Sergeant and Recruiter were considered the best qualified in the CMF.

d. Enlisted Record Brief (ERB). The board observed numerous ERBs that were not updated and with duty positions that did not match those on the NCOER. Leaders need to review their Soldiers records as part of regular counseling prior to a selection board to validate their files.

e. Professional Development. Board files reflecting continued military and civilian education and initiative to continue development of foreign language skills were looked at favorably by the board. Senior Leader Course completion was an exceptional achievement and very favorably viewed by the board. This was a clear indicator to the panel of the NCO's desire for improvement.

6. CMF Proponent Input. Information provided by the proponent was relied upon heavily by the panel members in the development of panel standards for each CMF. Reviewing and updating proponent guidance is important to assisting panel members ensure the best qualified NCOs are recognized during the board process.

DAVID P. FITCHITT
Colonel, SF
Panel Chief