**DEPARTMENT OF THE ARMY**
U.S. ARMY HUMAN RESOURCES COMMEND
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, U.S. Army John F. Kennedy Special Warfare Center and School, 2502 Ardennes Road, Fort Bragg, NC 28310-9610

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

1. Reference memorandum, HQDA, DAPE-MPE-PD, 11May 2011, subject: Memorandum of Instruction 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 CMF37 submits this Review and Analysis to assist you in executing your duties as proponent for MOS within this CMF.

3. Executive summary. The panel established high standards for the CMF. Areas of emphasis included leadership development (particularly schools such as Jumpmaster), foreign language proficiency, physical fitness, and initiative to further civilian education. Favorable consideration was given to those who successfully served in key leadership assignments, particularly First Sergeant. NCOERs were key to determining best qualified in the CMF.

4. CMF overview. This was a very competitive board to determine the best qualified in the CMF for selection to attend the Sergeant Major Course. Master Sergeants who served in core competency and diverse jobs were considered favorably by the board. Positions such as First Sergeant and Battalion/Group/Brigade Operations Sergeant were considered most favorably by the board.

5. Issues and Observations. The NCOER continues to be the most important document in the promotion file. Leaders are doing a good job of accurately capturing the rated Soldier's performance and potential. Instances of inconsistencies were rare. Soldiers who achieved high scores on the APFT stood out among their peers.

6. DA Photo. Lack of a photo sent a clear message to the board and had a negative impact.

7. Professional Development. Board files reflecting continued military and civilian education and continued development of foreign language skills were considered favorably by the board.

8. CMF Proponent Input. Information provided by the CMF 37 proponent was relied upon heavily by the panel members in the development of panel standards.

DAVID M. MILLER
COL, IN
Panel Chief