**DEPARTMENT OF THE ARMY**
SECRETARIAT FOR DEPARTMENT OF THE ARMY SELECTION BOARDS
1600 SPEARHEAD DIVISION AVENUE
FORT KNOX, KENTUCKY 40121

AHRC-PDV-S

18 November 2010

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, US Army Finance School, Fort Jackson, SC 29207-7045

SUBJECT: Career Management Field (CMF) 36B Review and Analysis

1. Reference memorandum, HQDA, DAPE-MPE-PD, 9 September 2010, Subject: Memorandum of Instruction for the FY11 Master Sergeant Promotion 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. For the most part, bullet comments qualified the ratings received while senior rater bullet comments and ratings sent a clear message of the overall assessment of rated Soldier. The majority of NCOs had taken the time to update their photograph and enlisted record brier. Individuals who took the time to update their information sent board members a clear message on the importance they placed on career progression.

b. Utilization and assignments (particularly in PMOS). There appeared to be a slow transition of noncommissioned officer rated in the new Financial Management positions. Noncommissioned officers who remained at the same duty location for an extended period (more than 36 months w/o deployment) regardless of location; were perceived as homesteading and considered less competitive. However, noncommissioned officers who moved and sought demanding position with the responsibility of leading and caring for Soldiers were looked upon as being more competitive. For highly competitive Soldiers, a variety of assignments between MTOE and TDA, Special Mission Units, Special Operations Command and Joint assignments is the best mix and most desirable. Noncommissioned officers who followed this path and performed exceptional in a variety of assignments gave the board the measure of performance and potential.

c. Training and education. During the records review, it was evident that very few NCOs are taking advantage of the functional courses offered to ensure Financial Management NCOs are trained and ready to assume new responsibilities as the Corps shifts from military pay functions to resource management. Duty descriptions did project senior FM NCOs as key trainers and NCOERs contained little or no information on FM training being provided to junior noncommissioned officers and Soldiers. For CMF 36, civilian education continues to be a priority and looked upon very favorably by the board for promotion consideration. Although the majority of NCOs have an Associates Degree, this should be considered the minimum requirement for civilian education. In order to remain competitive, NCOs should continue to pursue Bachelors and Masters Degree producing programs which are essential for career progression. Soldiers with less than 60 credit hour where considered less competitive.

Other areas not looked favorable upon by panel members were failing to meet height and weight standards for two or more times, not achieving course standards while attending a NCOES and any type of disciplinary action UCMJ/GOMOR.

d. Physical Fitness. Overall, the CMF is physically fit and evaluation reports reveal FM NCOs are maintaining physical fitness standards. Board members continue to look unfavorably on Soldiers who fail to meet height and weight standards, particularly at the current grade of Sergeant First Class. For Soldiers who achieve 270 points on the APFT (90 in each event), recommend the rater clearly state the earning of the APFT badge in the physical fitness block of the NCOER.

e. Overall career management. Career management must do a better job at affording NCOs the opportunity to take part in a wider range of assignments. Career managers must also ensure they continue to manage the careers of NCOs that remain at a particular location for an extended period of time.

4. CMF structure and career progression assessment.

a. Assignment and promotion opportunity. Several individuals appeared to be remaining at certain installations for an extended time period. This was especially true for TRADOC installations giving board members the impression Soldiers were in their comfort zone and unwilling to move in an effort to seek progressively more challenging positions. As stated earlier, the board viewed a variety of assignments as the best indicator of overall performance and potential. This variety of assignments were key to developing the Soldier into the well rounded leader our Army needs in the 21st century.

b. Overall health of CMF. The Finance Corps is undergoing a significant change and the NCO community is beginning to show signs of performance within the new arena. Very few rating reflected the resource/financial management and comptroller duties currently being performed; therefore, it was difficult to evaluate the Corps overall health in the new mission set for the Finance Corps.

5. Recommendation. Recommend senior FM NCOs take full advantage of the functional courses offered to ensure their ability to perform required duties while training and educating junior noncommissioned officers and Soldiers in the resource management arena.

6. CMF Proponent Packets.

a. The overall quality of CMF 36 proponent packet was very useful. The quick reference guide reflecting the percentage of NCOs holding certain SQIs and ASIs was very helpful in determining the importance of each for promotion consideration.

b. The CMF proponent packet reflects the importance of Senior Military Pay positions held prior to transformation of the Corps. There were several noncommissioned officers considered for promotion who were assigned to duty positions not mentioned in the proponent information packet under NCO Professional Development. For future boards, the CMF 36 information packet must be updated and address the importance of the new duties the Finance Corps NCOs will undertake in the coming years. Duties must be prioritized from most challenging to least challenging in order to provide board members with hierarchy of duties when considering a Soldier for promotion.

Richard L. Shepard
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