DEPARTMENT OF THE ARMY
U.S. ARMY HUMAN RESOURCES COMMAND
SECRETARIAT FOR THE DEPARTMENT OF THE ARMY SELECTION BOARDS
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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 Commander, US Army Intelligence Center and Fort Huachuca, (ATTN: ATZS-CSM) 1903 Hatfield Street, Fort Huachuca, AZ 85613

SUBJECT: Career Management Field (CMF) 35 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 35 submits this Review and Analysis to assist you in executing your duties as the proponent for this CMF.

3. Competence Assessment of Promotion Zone.

a. Performance and potential: CMF 35 NCOs are performing their duties, across a wide spectrum of locations and environments, in a professional manner. The NCOER continues to be the key document in the selection process, with evaluations in the current grade receiving the most weight. The board applied the total Soldier concept and also looked at key assignments as SSG evaluation; however, these earlier evaluations received less weight than those in the current grade. The board relied heavily upon rater and senior rater comments on NCOs in leadership positions to determine those most qualified for promotion, and are confident that the best NCOs were selected. There were several instances of NCOER bullets not matching block checks in both rater and senior rater portions of the NCOER. In those cases, bullets were typically given more weight by the board members rather than rater and senior rater blocking in determining overall strength of the NCOER. There were many evaluations written by civilian personnel that did not include comments on promotion potential. The rated NCO and chain-of-command should ensure that evaluations are complete, whether written by military or civilian personnel.

b. Leadership opportunities: While leadership positions such as platoon sergeant are not readily available in every MOS, NCOs must continue to seek these opportunities and have their leadership performance reflected on their NCOER. Master Sergeants are required to lead, and that potential must be assessed. If a TDA or MTOE position is not

available, the NCO should seek to include leadership duties reflected in appointed duties or special emphasis areas. They duty description should include the number of personnel the NCO leads in addition to the amount of equipment managed.

c. Utilization and Assignments: Most NCOs are seeking diverse assignments, and are afforded ample opportunities to serve in a variety of positions that build tactical, technical, and leadership proficiency in the CMF and NCO Corps. Many continue to seek tough jobs in current grade, such as First Sergeants, Detachment Sergeants, Drill Sergeants, AIT Platoon Sergeants and Recruiters. The board considered these tough jobs as a plus to the overall file strength and an indicator of potential to serve in positions of increased responsibility. NCOs, who remained in single duty stations for lengthy periods of time, where the probability for deployment was very low, were not given the same favorable consideration.

d. Training and Education: All NCOs were expected to have completed SLC or received an Army G1 exemption prior to this board. If completion was not annotated on the ERB or OMPF, board members requested verification. Other military functional, ASI, and special duty related courses completed in current grade were viewed positively. Exceeding course standards by virtue of being a Distinguished/Honor Graduate or being placed on a Commandant's List was seen stronger indicator of potential. Most NCOs have pursued increased levels of civilian education and have Associates or Bachelor's Degrees; this was seen as an NCOs commitment to continued self development. Certifications are very important, however, consistently, certifications were not annotated on the ERB and board members could not readily find them in the OMPF.

e. Physical Fitness: The vast majority of NCOs are meeting fitness standards, with only a few failing to pass the APFT or meet body fat standards of AR 600-9. In some cases, photos, combined with HT/WT data that far exceeded the screening table maximum, caused board members to look more closely at the Physical Fitness area of the NCOER. In many cases, a questionable photo, lack of physical fitness comments on the NCOER, and HT/WT measurements exceeding the screening weight resulted in board inquiries.

f. Photos: Some NCOs did not have a photo in their board packet, or the available photo was not current. While an individual will be considered for promotion without a photo, a missing or outdated photo was not viewed favorably by the board. There were also problems with available photos, to include questionable grooming standards for both male and female NCOs (i.e., hair and mustache), proper uniform fit, and missing or incorrectly worn uniformed items.

g. Overall Career Management: The board consensus is that CMF 35 is well-managed and NCOs have opportunities to serve in diverse staff and leadership positions in a variety of locations and environments. NCOs should continue to work with Signal Branch to ensure they are assigned to units that provide ample opportunities. There are instances where it appears that NCOs are not seeking diversity or are not afforded opportunities for diversity in assignments or duty positions.

h. Disciplinary Action: There were several instances where disciplinary documents such as an Article 15 or General Officer Memorandum of Reprimand were in an NCO's OMPF, yet the NCOER for that same time period contained "among the best" and "promote now" ratings from the rater and senior rater. A Soldier's total performance, on and off duty, must be reflected in the values and leadership ratings provided by the rating chain.

4. CMF Structure and Career Progression Assessment.

a. MOS compatibility is not an issue in CMF 35. All MOSs had ample opportunities for assignments and duties that develop tactical, technical and leadership skills of the CMF and NCO Corps.

b. Suitability of Standards of Grade and Structure: The standards and grade structure of CMF 35 afford all NCOs the ability to seek duty positions and responsibilities that will make them competitive for promotion to Master Sergeant.

c. Assignment and Promotion Opportunity: There are sufficient opportunities for CMF 35 NCOs to be successful for promotion. Some NCOs were able to assume duties coded at the MSG/1SG level. NCOs must continue to seek leadership opportunities and accurately reflect their leadership duties on their NCOERs. Raters and senior raters must provide comments that clearly state the rated NCO's ability to lead Soldiers, attend future schooling, and assume duties and responsibilities at the next higher grade.

d. Overall health of CMF: Based on eligible population, number of qualified NCOs, and our ability to select those who were best qualified to meet the current needs of the Army, CMF 35 is able to meet future requirements.

5. Recommendations.

a. Competence:

(1) Rater and senior rater NCOER clarity: Rater and senior rater bullet comments must match the block checked ratings to ensure that a clear message is conveyed on the NCOER. If not, the rater and senior rater role is diminished.

(2) Comments on Rated NCO potential: NCOERs must contain comments on potential for advanced schooling and promotion, whether written by military or civilian personnel. The Army may want to consider institutional or unit-level training for civilian personnel writing NCOERs, similar to instruction provided to military personnel writing civilian evaluations.

(3) Leadership opportunities: Leading Soldiers as a Sergeant First Class is imperative for assessing potential for promotion to Master Sergeant. NCOs must seek leadership duties, and those duties must be reflected on NCOERs.

(4) Assignment Diversity: NCOs must seek diversity and choose the tough jobs, to include special duty assignments. Branch Managers must be more involved in the assignment process to ensure that NCOs do not remain in non-deploying units for a prolonged period of time and have ample opportunity to move to assignments where they will have sufficient diversity.

(5) Continuous Self Improvement: NCOs must continue to pursue military and civilian education, to include certifications, to show continuous self improvement.

(6) Height/Weight Standards: When an individual's HT/WT far exceeds the screening standards, it is helpful to place the APFT score on the NCOER.

(7) Photos: A current photo is a strong indicator that NCOs are serious about promotion. Soldiers with two or more year's time in grade should have a photo in current grade on file. Deployment is not a valid reason for not having a current photo in an NCO's current grade.

(8) Disciplinary Action: Raters and senior raters must hold NCOs accountable for their on and off duty performance. When an NCO receives disciplinary action, it should be captured by the rater and senior rater comments during the covered rating period.

b. CMF structure and career progression: Overall CMF structure and career progression is in good health. As Army transformation continues, the proponent should continue to monitor and adjust to ensure opportunities exist for challenging assignments, career progression, and ability to build tactical, technical and leadership skills.

6. CMF Proponent Packets.

a. The overall quality of the CMF Proponent Packet was outstanding. CMF 35 has several MOSs and merge patterns. This information was helpful in determining the expected career paths and available opportunities for leadership and advanced military and civilian educational opportunities. The CMF Proponent Packet was a key source of information to ensure that board members did not hold NCOs to a standard they would not be able to achieve due to assignment and duty position opportunities

b. Recommended improvements: The CMF Proponent Packet indicated opportunities for certification programs. Board Members did not know what those opportunities were, nor did they find many occasions where the ERB reflected that Solders strived to obtain or achieve certification. This information would have allowed board members to give appropriate credit to those individuals seeking useful certifications that enhance duty performance. .

TODD A. MEGILL
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Panel Chief