**DEPARTMENT OF THE ARMY**
U.S. ARMY HUMAN RESOURCES COMMAND
SECRETARIAT FOR DEPARTMENT OF THE ARMY SELECTION BOARDS
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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, 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 Sergeant First Class 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 proponent for MOS within this CMF.

3. Competence Assessment of Promotion Zone

a. Performance and potential: The majority of CMF 35 NCOs are successful in performing their duties across a wide spectrum of duty assignments and were competitive for selection and promotion. The board evaluated a variety of areas to select the best qualified NCOs for promotion. The NCOER was one of the most important documents used for consideration. The board relied upon Rater and Senior Rater comments to make the best selection for promotion. There were some instances where Excellence bullets were not justified as Excellence. Many were generic or average bullets that hindered rather than helped the overall report. Additionally, there were several instances of inconsistency between Rater and SR ratings. This sent mixed messages to the board. The Reviewer is critical in eliminating these discrepancies.

b. Utilization and Assignments: The vast majority of NCOs are pursuing diverse assignments in varied locations which promote ample opportunities for them to develop the desired leadership, expertise, technical and tactical abilities for their CMF. The board considered tough assignments such as Platoon Sergeant and special duty assignments like Drill Sergeant and Recruiter as challenging and were viewed favorably by the board. Also, NCOs must continue to pursue positions that measure and assess their potential for increased responsibility. Many NCOs displayed solid performance at the SFC level and sometimes even higher.

c. Training and Education: All NCOs were expected to have completed ALC or received an Army G1 exemption prior to this board. If completions were not annotated on the ERB, board members found it tough to credit the NCO. Additional military functional and special duty courses completed were viewed favorably. Exceeding course standards (graduating with honors) projected a stronger potential for selection. Some NCOs have pursued higher levels of civilian education and these achievements were viewed as a commitment to higher learning, self improvement and development. Certifications also weighed heavily; however, most certifications were not annotated on the ERB and prevented the board members from crediting the NCOs.

d. Physical Fitness and Height/ Weight: The majority of NCOs are meeting physical fitness standards, with a percentage failing to pass the APFT or failing to meet the body fat standards as outlined in AR 600-9. There were some instances when the HT/WT data far exceeded the authorized screening table maximum. In these instances, the board scrutinized the photo and the physical fitness area of the NCOER more heavily. In other instances, the board noticed that as an NCO became heavier, his/her height increased.

e. Photo: The Board viewed a missing or outdated photo as a lack of preparation on the part of the NCO. There were also problems with available photos such as relaxed grooming standards, and items missing from the uniform.

f. Disciplinary Action: Board members took notice of disciplinary action in the NCO's OMPF. Board members took in consideration when the disciplinary action was administered as to allow the NCO to recover from a mistake or error in judgment. There were instances where disciplinary documents such as General Officer Memorandums of Reprimand (GOMARs) or Article 15s were in an NCO's OMPF, yet were not annotated on the NCO's NCOER.

4. CMF 35 Structure and Career Progression Assessment

a. MOS compatibility within CMF. All CMF 35 MOSs were given opportunities for career progression and leadership positions. The majority of assignments are very diverse and allow the NCO to develop their technical, tactical, and leadership skills. The assignments CMF 35 NCOs held were very compatible within the MOS.

b. Suitability of standards of grade and structure: CMF 35 NCOs competing for Sergeant First Class held a variety of positions that allowed them to be competitive for promotion to the next grade. Ample leadership opportunities were available across the spectrum of CMF 35 MOSs. NCOs must continue to seek out tough and demanding jobs that will place them in the best position for promotion.

c. Assignment and promotion opportunity: The board panel saw vast opportunities for CMF 35 to be highly successful for promotion. NCOs must try to achieve the highest possible level of performance in their current or next higher position. NCOs who took on challenging assignments such as Platoon Sergeant, Drill Sergeant, Recruiter, and Operations NCO and excelled in those positions were looked upon favorably by the board. NCOs who sought out other Skill Level 40 positions and succeeded in those positions were also deemed favorable by the board. Such positions are important for advancement to the next higher rank.

d. Overall health of CMF: The overall health of CMF 35 is strong and diverse. CMF 35 NCOs continue to go above and beyond expectations. CMF 35 must continue to further their civilian and military schooling to stay competitive.

e. NCOs who go the extra mile to distinguish themselves from their peers stand out. Some of the examples are MOS certifications, military/civilian education, and consistent APFT badges. NCOs should further strive to be inducted into SGT Morales and Audie Murphy clubs.

5. Recommendations

a. Leadership: NCOs must continuously diversify—both in assignments and positions. Reflecting performance on the NCOER is crucial in determining their potential for promotion and increased responsibility. If a leadership position is not reflected in the duty position, it must be annotated on the NCOER in appointed duties or areas of special emphasis with bullet comments indicating performance.

b. Training and Education: NCOs should continue to pursue military and civilian education to include any certifications or courses. This clearly depicts continuous self-development.

c. Physical Fitness: Adding the APFT score on the NCOER as a bullet comment would be helpful in evaluating the NCOs for promotion selection. Additionally, consistency of height/weight on all board documents is an important factor for the board.

d. Disciplinary Action: GOMARs and Article 15s should be annotated on the NCOER for the rated period. Board members took notice that GOMARs and Article 15s administered during the rated period were not annotated on the NCOER. These NCOs were still given "among the best" and "promote immediately" from the rater and senior rater respectively. GOMARs and Article 15s should be annotated in the values and responsibility and accountability ratings of the NCOER.

b. CMF structure and career progression: As the 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.

The CMF 35 proponent packet was well written and extremely helpful to the board. Because the board panel consisted of both CMF 25 and CMF 35 (Military Intelligence), the proponent packet was key in aiding the board's overall selection process. Outlining the unique MOS characteristics and identifying those assignments deemed demanding by the proponent were beneficial to the board members.

Theresa D. Coles

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