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-SEB 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 Commandant, US Army Adjutant General's School, 10000 Hampton Parkway, Fort Jackson, SC 29207-7045

SUBJECT: Career Management Field (CMF) 42 Review and Analysis

1. Reference memorandum, HQDA, DAPE-MPE-PD, 7 January 2011, 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 42 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 quality of The Noncommissioned Officer (NCO) records considered for this promotion board allowed the board to select the best qualified NCOs for promotion to Sergeant First Class (SFC). There are numerous documents to review in a short period of time, but the three documents that helped produce the most accurate snapshot of the NCO were the Noncommissioned Officer Report (NCOER), the Enlisted Records Brief (ERB), and the Department of the Army (DA) Photo.

(1) Rater Ratings. Raters and senior raters did not routinely send clear and consistent messages. For example "among the best" ratings did not always correlate with the performance box check on evaluations. Ratings of all "success" with potential ratings of "among the best" sent mixed messages. If NCOs with no excellence ratings are receiving "among the best" it is difficult to distinguish them from NCOs who have a majority of "excellence" ratings. On the other hand, raters should also be educated on the impact of inconsistent messaging. Deeming an NCO "fully capable" when the bullet comments in the evaluation portray a stronger performance and potential picture puts the NCO at a distinct disadvantage and leaves the board members having to speculate.

(2) Senior Rater. Statements such as "promote immediately" and "promote now" should be reserved for the very best NCOs who are considered best qualified for

promotion. The ratings should correlate with the block checks in part Vc & d. Senior Raters using terms such as "now" and "immediately" but using block ratings of "2" sent mixed signals. Senior Raters should also understand the negative impact of marking a "2" or "3" block when accompanied by comments such as "promote ahead of peers". Such inconsistency may not send the intended message.

b. Utilization and assignments. Board members considered NCOs serving in the most demanding/high risk assignments in current grade and next higher grade more favorably. NCOs who served successfully in a variety of demanding and high risk assignments were seen as having the greatest promotion potential.

c. Training and education. Our NCOs proved to be an educated force. NCO records were balanced displaying both military and civilian educational accomplishments. A majority of SSGs had at least 60 semester hours of civilian education. The board also noticed that many NCOs are seeking professional development opportunities by completing courses such as Postal Operations/Supervisor, Manpower and Force Management and Battle Staff courses. NCOs who completed these courses and/or performed in these capacities were viewed favorably by the board as strong indicators of competency and potential.

d. Physical Fitness. NCOERs were most critical in assessing the level of fitness of our NCOs. NCOs who consistently exceeded fitness standards as depicted by clear rater bullet comments were viewed favorably. The second most useful tool was the DA Photo. With very few exceptions, our NCO corps looks fit and ready. NCOs projected the confidence and enthusiasm expected of leaders in today's operating environment. An NCO that does not take the time or make an effort to submit a DA Photo were viewed as having a lack of professionalism, discipline, and self-motivation, and had a negative impact on the board.

e. Overall career management. Considering the high operational tempo of today's Army, most NCOs performed in diverse assignments. Soldiers who performed successfully in non-traditional assignments were viewed favorably by the board. NCOs should be encouraged to continue seeking challenging non-traditional assignments. For those who successfully performed in high risk positions such as "Recruiter", the board took the difficulty of the mission into consideration.

4. CMF structure and career progression assessment.

a. Accurate duty titles and descriptions remain critical for properly identifying an NCOs utilization and assignment history. The board observed several cases where NCOs duty titles did not properly match assignment history on their ERB.

b. Assignment and promotion opportunity. SSGs performing in diverse assignments and in a variety of duties in a broad spectrum of responsibilities were viewed favorably.

c. Overall health of CMF. The CMF remains healthy and NCOs continue to serve well both in and out of combat. To sustain this, NCOs should continue to seek demanding duties both in and out of combat and in traditional and non-traditional assignments.

5. Recommendations.

a. NCOs must take an active role in ensuring their OMPF, DA Photo, ERB are updated. NCOs awarded the Sergeant Audie Murphy, Sergeant Morales, Soldier of Year and other distinctions, should ensure the accomplishment is clearly indicated on the NCOER and/or they should be encouraged to send a letter to the President of the Board. Such awards are not reflected on the NCOs ERB, which may cause the achievement to be overlooked. The board viewed these distinctions positively.

b. Competence. NCOs should seek diversity. The board considered the best qualified future leaders, those who performed well across the full spectrum of military operations.

c. CMF structure and career progression. NCOs should work closely with their career managers to ensure they are afforded every opportunity to make themselves relevant and ready. NCOs should continue to seek a balance of MTOE and TDA assignments.

6. CMF Proponent Packets.

a. Overall, packets were very informative, and allowed board members from diverse CMFs to gain a better understanding the critical roles and responsibilities of the 42 CMF. The two slides that cover "most demanding" and "non-traditional" duties should correlate to with the career map.

b. Recommended improvements. Categorize duty assignments in the career map by identifying challenging and demanding positions. Those positions which are deemed

"most demanding" should be reflected to give NCOs a clear path to excellence and allow them to set goals, and provide board members with helpful information.

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