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-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 Adjutant General's School, Fort Jackson, SC 29207-7045

SUBJECT: Career Management Field (CMF) 42R 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 42R 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. The Noncommissioned Officer (NCO) records reviewed by the Board reflect a highly qualified and diverse group of NCOs in MOS 42R competing for promotion to MSG. The most competitive MOS 42R Soldiers displayed strong leadership in proponent demanding assignments. Strong NCOERs that demonstrated successful performance as a Musical Performance Team (MPT) leader with additional skills and knowledge in collateral duties were very competitive. Likewise, consistent strong leadership in demanding duty positions and diverse assignments demonstrated strong leadership potential.

(1) Musical competence was key in determining those most capable of leading Army Musicians and organizations with a mission to provide musical support and entertainment for our forces. NCOs whose records reflect the awarding of Additional Skill Identifier (ASI) C1 through proper documentation were viewed as technically advanced NCOs in MOS 42R.

(2) Diversity of assignments and positions were seen as highly favorable. NCOs who demonstrated leadership in diverse assignments, deployments, and developmental positions were regarded as versatile and resilient.

b. Utilization and assignments. Awarding ASI C1 as a career enhancer, and NCOES requirement in SLC provide SFC's ample opportunities to serve in assignments that provide leadership and developmental roles in MOS 42R.

c. Training and education. The average Army musician at the rank of SFC should have at least the equivalent of an Associate's degree and be progressing towards a Bachelors Degree. Those who continued to seek additional education beyond an Associate's Degree while on active duty were acknowledged for continued self-improvement. Successful completion of NCOES up to Senior Leaders Course to include earned ASI's C1 was acknowledged. Those who exceeded the standards at NCOES stood out among their peers.

d. Physical Fitness. SFC who demonstrated excellence in their personal fitness as well as interest in maintaining a high level of fitness in their organization stood out. The DA Photo was a great tool which allowed board members to view the NCOs being considered for promotion. Those files that lacked a DA Photo missed an opportunity to present themselves and send a clear message to the board.

e. Overall career management. Assignment opportunities, to include deployment and developmental assignments at the SFC and MSG rank in CMF 42R, remain diverse. The development of Army Band Medium provides Army Band Senior NCOs with ample opportunity to develop their leadership and musical skills. Army Band Small, Medium, Large and other career enhancing assignments provide a wide array of duty positions for Army Bands Soldiers to diversify their career path. Soldiers who broaden their assignments as an Army Bands Soldier also broaden their potential.

4. CMF structure and career progression assessment.

a. MOS compatibility within CMF. MOS 42R does not compete with other MOSs outside the 42R series for promotion. All Army musicians compete with each other for duty positions and assignments based on their MOS competence level, tactical and technical performance evaluations.

b. Suitability of standards of grade and structure. Recent development of medium size bands and our established large bands provide HRC managers the opportunity to manage qualified SFCs through a progression of SFC and developmental positions. This will greatly assist in the development of well-rounded MSGs.

c. Overall health of CMF. CMF 42R continues to be very healthy with an abundance of highly skilled and capable Army musicians ready to assume the top leadership positions. The recent initiative of an aggressive recruiting plan is attracting the highest-quality and most-skilled musicians we have ever seen in the Army Bands Program. This, in conjunction with combat-seasoned Senior NCOs and Commanders, has the potential to propel the Army Bands Program to new levels of competence and service to our nation.

5. Recommendations.

a. Competence. Successful performance while serving in a high demanding duty position and collateral duty was a critical factor in promotion. The ASI (C1) was also a good indicator of technical skills needed to compliment leadership attributes. It is highly recommended that NCOERs clearly articulate leadership positions up front with strong supporting bullets and ASI C1 annotated on the Soldier's ERB.

b. CMF structure and career progression. CMF 42R continues to develop in both quality and structural adjustments that strategically allocate our resources in locations with the greatest need of musical support and adjust structure to better meet performance objectives. As the Army Bands Program adjusts structure to better meet the demands of entertaining large audiences of deployed Soldiers, those with highly developed leadership, management, and musical skills will become the next generation of leadership. Those most valued will take an active role in leading change and providing vision and direction during the process.

6. CMF Proponent Packets.

a. Overall quality. The quality of the proponent packet for CMF 42R is excellent. The MOS 42R packet is well developed and clearly articulates the most relevant information necessary for panel members to begin establishing standards that pertain to Army musicians. The information enclosed clearly identified the most challenging SFC level positions in our CMF. Of the information presented in this packet, the description of Demanding Assignments, Special MOS Considerations, MOS Characteristics, and Promotion Potential Indicators were most helpful.

b. Recommended improvements. Remove slide "Modularity Impacts". The slide has no relevance on the selection process. Move Overseas Contingency Operations Assignments to 42R demanding assignments. Additionally, adding a slide which identifies the Army bands (Large, Medium and Small) by nomenclature and location would be an effective tool when assessing an NCO duty description and responsibilities.

RICHARD J. NIEBERDING JR.
Colonel, AG
Panel Chief