DEPARTMENT OF THE ARMY
SECRETARIAT FOR DEPARTMENT OF THE ARMY SELECTION BOARDS
1600 SPEARHEAD DIVISION AVENUE
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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 Commandant, U.S. Army Adjutant General's School, Fort Jackson, SC 29207-7045

SUBJECT: Career Management Field (CMF) 42 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 42 submits this Review and Analysis to assist you in executing your duties as proponent for MOS 42A within this CMF.

3. Competence assessment of Promotion Zone.

a. Performance and potential. In order to be considered competitive for promotion, a NCO must serve in a variety of assignments. For highly competitive Soldiers, a variety of assignments between MTOE, TDA, Special Mission Units, Special Operations Command and Joint assignments is the best mix and most desirable. Quantifiable bullet comments are a must for excellence ratings and rating officials must understand that a rating of "2" in performance and potential could have a negative impact on promotion. An excellence rating of "hand-picked by the CSM" was not strong when considered against an excellence rating of "hand-picked by the CSM over 13 master sergeants and 6 SFCs to serve as 1SG."

b. Utilization and assignments. Do not create duty titles, instead they should be reflective of the actual position and include the scope and depth of responsibility and the echelon of assignment (Bn/Bde/Div/Corps/Army). Often duty titles rarely matched the enlisted record brief and did not match "stock" CMF duty titles and gave no indication of what the job actually entailed. Additionally, the duty MOS and skill level must match MTOE and TDA authorizations. The career progression chart must be expanded to address important positions with the Defense Courier Service (DCS), Administrative Assistant within the General Officer Management Office (GOMO), Joint billets, as well as Security NCOIC and Secretary to the General Staff (SGS).

c. The promotion process is highly competitive. Soldiers who attained a minimum of an Associate's Degree (60 semester hours) were viewed as highly competitive. However, it is performance that weighed most heavily for promotion consideration. Failure to achieve course standards or marginally achieve course standards during the Senior Leaders Course, Battle Staff or any other professional development school did not receive favorable consideration by board members and resulted in a lower promotion score.

d. Physical Fitness. With very few exceptions, the CMF is physically fit. The exceptions were immediately noticeable among the eligible population for promotion and were an immediate negative discriminator. Several non-commissioned officers had limiting profiles, but maintained height and weight standards and were able to pass an alternate physical fitness test. For these individuals, the limiting profile was not a discriminator for promotion.

e. Overall career management. The CMF is adequately managed; however, NCOs must actively work to maintain a variety of assignments between MTOE and TDA. Some records reflected Soldiers remaining in TRADOC and other TDA assignments for an extended period, often back-to-back assignments covering 4 – 6 years at the same duty location. Soldiers with this assignment pattern were looked upon less favorably than those who had a good mix of assignments and moved every 24 – 36 months seeking progressively more demanding positions.

4. CMF Structure and Career Progression Assessment.

a. MOS compatibility within CMF. There were no issues with NCO compatibility; in fact, compatibility is very strong. The human resources career path and professional development schools are developing well-rounded Soldiers capable of performing a variety of duties including Drill Sergeant, Recruiter, Equal Opportunity Advisor, Provincial Reconstruction and Transition Team, etcetera. As stated earlier, a variety of assignments is important in order to develop well rounded and competitive noncommissioned officers.

b. Suitability of standards of grade and structure. Suitability of standards of grade and structure is very good. The CMF continues to grow with added duties and responsibilities. A continual and sustained interaction with force structure is necessary to keep abreast of future force structure requirements and ensure the CMF is positioned for future operations as our Army continues to evolve in the 21st century.

c. Assignment and promotion opportunity. Assignment opportunities required for continued development must be monitored by HRC career managers in order to develop well rounded leaders.

d. Overall health of CMF. Overall health of the Human Resources career field is good; however, more attention must be given to the assignment process to ensure future leaders receive the variety needed to grow the leaders of tomorrow.

5. Recommendations.

a. Competence. The best indicator of competence is reflected in the NCOER. Responsibility begins with the rated Soldier and continues through the rating chain, to include the senior CSM/SGM in the command. The proper oversight is critical to ensuring the NCOER reflects an accurate picture of the rated Soldier's performance and potential.

b. CMF structure and career progression. As noted earlier, it is vital to have a proactive branch management stance to ensure our extremely talented, capable, and dedicated CMF is well rounded with all due consideration given to developing human resource providers who possess both outstanding leadership, and the technical skills required for today's Army.

6. CMF Proponent Packets.

a. Overall quality. Overall the quality of the proponent packet was functional, but incomplete. It must include all aspects of the HR arena to include positions mentioned earlier and contained in the Secretary to the General Staff, Defense Courier Service, General Officer Management Office, and Joint assignments.

(1) Clarify and group what a CMF specific "hard" job is, with every job special, no job is special. Specifically, there were several questions regarding the degree of difficulty of CMF professional job precedence. The guidance provided by the proponent should include more detailed information on the proponent career path and expanded to include as many positions as possible to ensure the entire scope of TDA and MTOE positions are covered. Also, we are looking to promote the best leaders for the CMF and working outside the CMF for a prolonged period of time is a negative discriminator.

(2) The proponent giving CMF specific examples of what an excellence bullet looks like on an NCOER gives a clearer picture of what to look for. No generic examples! The panel is comprised of many different CMFs and what is clear for one CMF is not clear for another.

(3) A breakdown of SQI/ASI into percentages of Soldiers holding the identifiers and what percentage of positions require the identifiers to focus on what are the most important skills to have. Not all SQI/ASI have the same weight to the CMF and panels may limit them to help discriminate among the best and most capable candidates.

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