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 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, United States Army John F. Kennedy Special Warfare Center and School, 2502 Ardennes Road, Fort Bragg, North Carolina 28310

SUBJECT: Career Management Field (CMF) 38 Review and Analysis

1. References.

a. DAPE-MPE-PD, Memorandum of Instruction for the FY11 Sergeant First Class Promotion and Selection Board, dated 7 January 2011

b. AHRC-PDV-S, FY11 Sergeant First Class Promotion Selection Board Standard Operating Procedures, dated 3 February 2011.

2. The selection board panel reviewing records for CMF 38 submits this Review and Analysis to assist you in executing your duties as proponent.

3. Executive Summary. The panel established high standards for the CMF, areas of emphasis included leadership (including schools such as Jumpmaster), foreign language proficiency, and initiative to further civilian education. Favorable consideration was also given to those who served in broadening assignments such as in the United States Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS). NCOERs were the cornerstone of determining best qualified in the CMF and an area where additional leadership emphasis is required throughout the Civil Affairs Regiment.

4. CMF Overview. Due to the dramatic growth of this CMF, many Soldiers being reviewed for promotion were new to Civil Affairs. The board considered previous CMF duty positions and performance during the review process. Credit was given to those Soldiers who had a successful pattern of NCOERs with solid leadership. Understanding that an NCO being promoted to SFC will become a team sergeant and a leader in Civil Affairs, the board spent significant time ensuring only the best qualified were favorably considered. Soldiers already well established in the Civil Affairs, particularly those already serving in a SFC positions were viewed as very favorable. Seeking additional responsibilities and professional development such as Jumpmaster and Battle Staff were looked at favorably as the NCO sought to enhance their leadership skills in the

CMF. NCOs with multiple and demanding leadership positions did well during the review and voting process.

5. Issues and Observations (items of interest to the field relating to the board process, procedures and personnel files). As this panel recesses, we have been at war for over nine years providing our nation the best trained and most combat experienced special operations forces in our history. CA leaders must focus on getting back to the basics of managing our junior NCOs to ensure the quality of special operations forces into the future. This input is provided to inform leaders at all levels for use in mentoring and coaching NCOs (and officers) in the career management of the world's finest Soldiers.

a. NCOERs. The NCOER continues to be the most important document in the promotion file. NCOERs which did not accurately capture a Soldier's performance and potential, both positive and negative, were observed during the board. In numerous cases the Rater and Senior Rater (SR) provided inconsistent messages. Mismatched ratings between the Rater and SR existed with ratings such as "fully capable" from the Rater and "promote immediately" and a block mark of 2/2 from the senior rater. These ratings placed the rated Soldier at a disadvantage by making the panel member assume what the leadership was trying to say in the NCOER. Leaders need to ensure they are fairly and accurately capturing the rated Soldier's performance on the NCOER. Soldiers who achieved high scores on the APFT also stood out among their peers. Leaders must develop their Soldiers and accurately evaluate them through the NCOER system. There were indicators that continuing education and training on properly preparing an NCOER at the Rater and Senior Rater are needed.

b. DA Photo. Leaders need to take an active role in ensuring their Soldier's have current and correct DA photos in their file. Lack of a photo is a significant discriminator during the promotion board process and negatively impacted 38 series NCOs without one in their file.

c. Utilization and Assignments. There were a number of Soldiers with less than one year in the CMF and therefore lacked CA experience. However, those with strong leadership positions and performance in their previous CMF were given due consideration. Broadening assignments in CA outside of the 95th CA Bde such as BCT staff, Instructor, Drill Sergeant and Recruiter were considered the best qualified in the CMF.

d. Enlisted Record Brief (ERB). The Board Members observed numerous ERBs that were not updated and duty positions which didn't match those on the NCOER or were not entered at all. Overall this wasn't a significant problem, but leaders must continue to assist their Soldiers in properly and accurately updating this important document.

e. Professional Development. Board files reflecting continued military and civilian education and initiative to continue to develop foreign language skills were looked upon

favorably the board members. Senior Leader Course completion was an exceptional achievement and very favorably viewed by the board. This was a clear indicator to the panel of the NCO's desire for improvement.

6. CMF Proponent Input. Information provided by the proponent was relied upon heavily by the panel members in the development of panel standards for each CMF. Reviewing and updating proponent guidance is important to assisting panel members ensure the best qualified NCOs are recognized during the board process.

DAVID P. FITCHITT
Colonel, SF
Panel Chief