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 20 June 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, U.S. Adjutant General's School, 10000 Hampton Parkway, Fort Jackson, SC 29207-7045

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

1. Reference memorandum, HQDA, DAPE-MPE-PD, 11 May 2011, subject: Memorandum of Instruction for the FY11 U.S. Army Sergeants Major Academy (USASMA) Training and Selection Board.

2. In accordance with the referenced memorandum, the selection board panel reviewing records for CMF 42A 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 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 Major and for attendance at the Sergeant Major Course (SMC). 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 Evaluation Report (NCOER), the Enlisted Records Brief (ERB), and the Department of the Army (DA) Photo.

(1) Evaluations: In general, evaluations sent a clear message on skills, knowledge and attributes of an NCO.

(a) Some 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 checked on evaluations. Ratings of all "success" with potential ratings of "among the best" are also difficult to assess. Moreover, 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 member having to speculate.

(b) Enumeration by Senior Rater sends the clearest message on potential. Statements such as "promote immediately" and "promote now" should be reserved for the very best NCOs who are considered best qualified for promotion. The rating 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. "Such inconsistency may not send the intended message.

(2) ERB: Those with accurate ERBs were able to inform board members of the skills, knowledge and experiences outlined in board and proponents guidance. NCOs projected the competence, 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 and an ERB were viewed as having a lack of professionalism, discipline, and self-motivation, and had a negative impact on the board.

(3) DA Photo: The DA Photo was a vital part of the board assessment process. Missing photos, although not held against the NCO, did not give a favorable impression to board members. Photos of Soldiers wearing SFC rank or not wearing uniforms in accordance with established guidance left an unfavorable impression.

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 in modular/expeditionary Brigades and Divisions were seen as having the greatest promotion potential. Those with a pattern of justified excellence bullets in these positions were easy to recognize and evaluate. 1SGs and MSGs who led in deployed environments were seen as very competitive, having gained experiences that make them more versatile and resilient as leaders.

c. Training and education: Our NCOs proved to be an educated force. NCO records were balanced displaying military and civilian educational accomplishments. A majority of 1SGs/MSGs 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 reviewed favorably by the board as strong indicators of competency and potential. However, proponent and leaders need to put greater emphasis on new skills generated through modularity by attendance at new courses such as HR Operations Leaders Courses.

d. Physical Fitness: Soldiers that met height and weight standards and consistently earned the physical fitness badge were viewed as highly competitive by the board. NCOs who consistently exceeded fitness standards as depicted by clear rater bullets were viewed as most competitive. APFT excellence bullets not stating if the APFT patch was earned left the panel members room to interpret the justification rating.

e. Overall career management: Considering the high operational tempo of today's Army, most NCOs performed in diverse assignments. Soldiers who performed successfully in modular Brigades and Divisions in addition to non-traditional assignments were viewed favorably by the board. NCOs should be encouraged to continue seeking challenging assignments in modular units first and then follow with professional development non-traditional assignments. Duty on DA Staff or Joint Staff or in key positions developing concepts or doctrine at the Soldier Support Institute (SSI) or any Special Mission Unit is looked upon favorably by the board members. For those who successfully performed in high risk positions, the board took the difficulty of the mission into consideration.

4. CMF structure and career progression assessment:

a. MOS compatibility within CMF: There did not appear to be any challenges with MOS compatibility within the CMF 42A.

b. Suitability of standards of grade and structure: Equal consideration was given to all 1SGs and MSGs in the zone for SMC selection and promotion to SGM. Board members reviewed all leadership positions across the full spectrum of assignments

c. 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.

d. Assignment and promotion opportunity: Assignment and promotion opportunities exist for those First Sergeants and Master Sergeants who seek them. Those who sought the most challenging assignments and performed exceptionally well in their assigned duties were viewed favorably. In addition, those who maintained exceptional skills set the standard for excellence.

e. Overall health of CMF: The health of MOS 42A remains strong 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. This is a modular and expeditionary force, NCOs must actively take action to work assignments that give experience in supporting expeditionary units and gaining experience in performing key aspects of ARFORGEN.

b. 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 the 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.

c. Competence: NCOs should continue to seek diversity. The board considered the best qualified future leaders, those who performed well across the full spectrum of military operations. However, experiences that draw from a supporting modular/expeditionary units provide a full understanding of the ARFORGEN process and furnish the best foundation for a diverse background.

d. CMF structure and career progression: NCOs should work close 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. Catalyst to success is action taken by career managers to inform/recommend to NCO assignment opportunities that will give a diverse background.

6. CMF Proponent Packets:

a. Overall quality: The overall quality and content of the Proponent Information Packet was useful and assisted board members in capturing the best qualified NCOs for selection for SMC and promotion to SGM.

b. Recommended improvements: As mentioned above, the NCO Professional Development Model in AR 600-25 needs to correspond with the Proponent Packet with regards to duty titles and educational goals for NCO's. Recommend continued emphasis on changes in demanding positions driven by modularity. Instructions about importance to Brigade S-1 were clear, insightful and extremely useful. Recommend clarity on demanding positions within the G-1 as position titles have changed. Strongly recommend the proponent take action to inform field of importance of using new names of key positions. The same applies to key positions in sustainment units and those in the HRSC. This will assist the chain of command with professionally developing the force. Moreover, it will make it easier for boards and career managers to identify those with best experiences.

ROBERT C. WHALEY
Colonel, AG
Panel Chief