DEPARTMENT OF THE ARMY
U.S. ARMY HUMAN RESOURCES COMMEND
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 Commander, United States Army John F. Kennedy Special Warfare Center and School, 2502 Ardennes Road, Fort Bragg, North Carolina 28310-9610

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

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

2. In accordance with the reference memorandum, the selection board panel reviewing records for CMF 38 submits this Review and Analysis to assist you in executing your duties as proponent for MOS within the CMF.

3. Executive Summary. The panel established high standards for the CMF, areas of emphasis included leadership, Jumpmaster, foreign language proficiency, and initiative to further civilian education. Favorable consideration was also given to those who served in key leadership position (1SG or positions at a higher level) and broadening assignments. 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. Competence and Assessment for Selection to Training.

a. Performance and Potential. There are a wide variety of duty positions including (First Sergeant) being provided to the majority of 38 CMF to either excel, meet, or fall below the standards expected of a Senior Noncommissioned Officer. This input is provided to inform leaders at all levels for use in mentoring and coaching NCOs (and officers) in the career management.

b. NCOERs. The NCOER continues to be the most important document in the selection/promotion file. NCOERs which did not accurately capture a Soldier's performance and potential, both positive and negative, were observed during the board. In some 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 members 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 that where written out numerically stood out among their peers, soldiers that did not put in a score where looked as being not as fit like 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.

c. DA Photo. Leaders need to ensure their Soldier's have a current and correct DA photo (soldier had wrong rank - SFC, or MSG while serving as a 1SG) in their file. Lack of photo as a senior NCO sent a message to the members to the board that a solider did not care about their records.

d. Enlisted Record Brief (ERB). The Board Members observed some ERBs that were not updated and duty positions 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. Physical fitness. The MSG's in the CMF where in good shape. The common APFT score was 270 or higher. Those individuals without an annotated score looked as if they did not meet unit standers.

f. Professional Development. Board files reflecting continued military and civilian education and foreign language skills were locked upon favorably to the board members.

5. CMF Proponent Input. Information provided by the proponent was solid and complete. It was a good packet that helped the panel members in the development of panel standards for the CMF. Reviewing and updating proponent guidance is important to assisting panel members ensure the best qualified NCOs are recognized during the board process.

DAVID M. MILLER
COL, IN
Panel Chief