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 17 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, US Army Acquisition Support Center, 9900 Belvoir Road, Building 201, Suite 101, Fort Belvoir, VA 22060-5567

SUBJECT: Career Management Field (CMF) 51 Review and Analysis

1. Reference memorandum, HQDA, DAPE-MPE-PD, 22 February 2011, subject: Memorandum of Instruction for the FY11 United States Army Sergeants Major Academy Training and Selection Board (USASMA).

2. In accordance with the referenced memorandum, the selection board panel reviewing records for CMF 51 submits this Review and Analysis to assist you in executing your duties as proponent for MOS 51C within this CMF.

3. Competence assessment of Promotion Zone.

a. Performance and potential. The quality of the Noncommissioned Officer (NCO) records considered for this selection board allowed the panel 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) Rater Ratings. 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 difficult to distinguish from the NCOs who have a majority of "excellence" ratings. Additionally, raters should also be educated on the impact of an inconsistent message. 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.

Raters and senior raters must ensure that bullet comments are quantifiable and measureable.

(2) Senior Rater. 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 V, c & d. Senior Raters using terms such as "now" and "immediately" but using block ratings of "2" sent mixed signals. Senior Raters should also understand the impact of marking a "2" or "3" block when accompanied by comments such as "promote ahead of peers" sends an inconsistent message.

b. Utilization and Assignments.

NCOs who served successfully in a variety of demanding and high risk assignments 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. Favorable consideration was given to these positions. Based on 51CMF current structure, leadership positions are limited; however, NCOs must continue to seek out leadership/responsibilities in their current and next higher grade.

c. Training and Education.

Both Military and Civilian education were taken into consideration. The emphasis on education needed to obtain certification within 51s is high. The completion of a BA/BS or higher degree was found favorable. The panel looked for a demonstrated level of devotion to their profession through measureable and continuous self-improvement. Master Sergeants that were able to continue to further their education during these times of constant deployments gave the panel a good indicator of the Soldiers determination and willingness to improve, whether it is through technical certification, or formal civilian education. The panel took into consideration those Noncommissioned Officers that excelled during NCOES. Those NCOs that exceeded course standards were given significant credit for their accomplishments.

d. Physical Fitness:

(1) Overall, the NCOs were physically fit and met height and weight standards. Those who consistently exceeded fitness standards as depicted by clear rater bullets were viewed favorably.

(2) The importance of the DA Photo cannot be stressed enough, as it gives the panel members a view of the NCOs professional and military bearing. It also shows the NCOs fitness and achievements. We all agree that the OPTEMPO is extremely high; however, the zone of consideration was the last two years or more. It is rare that an NCO would not have the opportunity during that timeframe to have a DA Photo taken and have it present for viewing by the panel. There were a number of NCOs with major discrepancies with their photos, i.e. US and branch insignia on the wrong side, combat

and special skills badges worn incorrectly, not wearing appropriate rank, and ribbons not in the correct order. NCOs that did not have a valid photo on file made it very difficult for panel members to make an accurate assessment of the NCOs overall appearance and bearing.

e. Overall career management.

Based on our continued growth and structure, the field is well managed. Finally, the NCOER, ERB, and DA Photo were all vital parts of the board assessment process.

4. CMF structure and career progression assessment.

a. Accurate duty titles and descriptions remain critical for properly identifying and NCOs utilization and assignment history. The panel observed several cases where NCOs duty titles did not properly match assignment history on their ERB.

b. Assignment and promotion opportunity.

Assignment and promotion opportunities exist for 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.

c. Overall health of 51CMF.

As we continue to grow the force the 51CMF 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.

d. Other, as appropriate.

None

5. Recommendations.

a. It is essential that NCOs ensure that their "My Board File" is up-to-date, complete, and validated.

b. Competence. NCOs should continue to seek diversity. The panel considered the best qualified future leaders, those who performed well across the full spectrum of military operations. Catalyst to success is action taken by career managers to inform/recommend to NCO assignment opportunities that will give a diverse background.

c. CMF structure and career progression. It is critical that the Soldier utilizes the CMF career map to develop their career. NCOs must continue to seek out leadership positions/responsibilities in the current and next higher grade. The completion of civilian education and technical requirements for Contracting Certification Level II and III go hand in hand. These are required to ensure Soldiers set themselves apart from their peers and stay competitive within the CMF.

d. The NCOER still remains the most important document that the board uses to assess the overall performance and potential of the Noncommissioned Officer.

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.

Align Proponent Packets with the NCO Development Model. The packets provided excellent guidance to the panel members and will continue to better serve future panels if it addresses any special considerations, characteristics, and job opportunities.

Richard B Dix
RICHARD B. DIX
Colonel, LG
Panel Chief