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 Commander, USAMEDCOM, Fort Sam Houston, TX 78234

SUBJECT: Career Management Field (CMF) 68 Review and Analysis

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

2. In accordance with the referenced memorandum, the selection board panel reviewing records for CMF 68 submits this Review and Analysis to assist with future selection process.

3. Competence assessment of Promotion Zone (strengths and weaknesses).

a. Performance and potential: The caliber of records for those Soldiers in the promotion zone represented a qualified force of noncommissioned officers ready for increased responsibilities. Strong performers were functioning in a skill level above their current grade and represent the elite of the force.

b. Utilization and assignments: Many of the selectees were performing in positions of greater responsibility in the TDA and MTOE operational environment. There were a significant number of selectees whose duty title and responsibilities were inconsistent with their enlisted record brief and NCOER.

c. Training and education: Self development to include civilian education is being actively pursued despite OPTEMPO. Some files were missing 1059's for all phases of NCOES and some files had an unexpected gap between NCOER's.

d. Physical Fitness: This analysis indicates that despite the OPTEMPO of the current operational environment, high levels of physical fitness continues to be the predominate theme.

e. Overall career management: There was a balanced distribution between MTOE and TDA for the high density MOS. However, low density MOS's were predominately TDA positions.

4. CMF structure and career progression assessment. The overall health of the CMF is relatively strong with ample opportunity for positions of increased responsibility and leadership.

a. MOS compatibility within CMF: There did not appear to be any challenges with MOS compatibility within the CMF 68.

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 band assignments.

c. Assignment and promotion opportunity: Soldiers serving in a CSM or SGM position and serving in a 1SG position were viewed as most competitive by the board. As mentioned earlier, more command and control of assignments appears to be needed to control the amount of time Soldiers are staying in Staff positions vs 1SG positions. Also, recommend USAREC look at the amount of time Soldiers are staying in one geographic area or Battalion.

d. Overall health of CMF: It appears that the overall health of the CMF is good based on the number of competitive packets that were viewed by the board.

5. Recommendations. (Proposals keyed to subparagraphs above).

a. CSM's at all levels must be actively involved in reviewing every NCOER in his/her lane of responsibility. They should be their units SMEs to advise and mentor members of the rating chain to ensure accuracy in evaluations and that counseling is being done.

b. Concerning variety of assignments: It was noted that a certain percentage of Senior NCO's both TDA and MTOE have homesteaded for periods of up to six years or more. We need to ensure that we rotate Soldiers between TDA or TOE assignments on a timely basis in order to obtain the diversity in assignments needed to prepare Soldiers to served and remain competitive at higher levels.

c. CSM's should utilize current HR procedures and work closer with Regional G-1 to scrub Senior NCO rosters, then provide assignment recommendation to HRC. This action will ensure NCOs obtain a variety of assignments and experience needed to develop a total leader. This approach will also identify those NCOs sitting in current positions beyond their normal length of tour.

6. CMF Proponent Packets:

a. Overall quality: The proponent packet was very detailed and easy to read. No recommendations to change the proponent packet.

b. Recommended improvements: None.

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Panel Chief