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, US Army Chaplain Center and School, 3392 Magruder Avenue, Fort Jackson, SC 29207

SUBJECT: Career Management Field (CMF) 56M 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 56 SGM 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). Overall NCO records show 56M's working in demanding positions and performing well. The panel considered several important discriminators to determine promotion selection, including photo in current grade, military and civilian education levels, awards and honors and physical fitness. The board took into consideration the fact that not all 56M NCOs are called upon to serve in traditional leadership positions or in combat zones.

a. Performance and potential (particularly leadership opportunities): As in the past, exceptional performance of duty in the most challenging assignments at the current grade was of primary importance to panel members during deliberations. Clearly articulated statements regarding future potential were key to the selection process. Overall raters and senior raters provided a clear picture of overall performance and potential.

b. Utilization and assignments (particularly in PMOS): NCO's who served in a variety of assignments at the current and previous grade were competitive for selection. Panel members viewed NCOs who had served in a position of the next higher grade

and received a rating as demonstrating a significant indicator of potential for advancement.

c. Training and education: NCOs continue to pursue higher levels of education. The majority of NCOs had at least a Bachelors Degree with several attaining a Masters Degree. Performance in military courses was also viewed as important. NCOs, who exceeded course standards, as annotated on NCOs 1059s (Service School Academic Evaluation Report), were considered favorable.

d. Physical Fitness: Only a few NCOs maintained APFT scores that exceeded the Army standard. NCOs that demonstrated a trend of excellence in physical fitness stood out to the panel members. Would like to see more NCO's attain 270 or above with 90 in each event in order to achieve excellence in this area. Also, the NCOER must reflect whether or not the NCO attained the physical fitness badge.

e. Overall career management: Most 56Ms are following the NCO Professional Development Model provided by the proponent. There is also flexibility and adaptability displayed throughout 56M career progression.

4. CMF structure and career progression assessment:

a. MOS compatibility within CMF: Not applicable as MOS 56M is the only specialty within CMF 56.

b. Suitability of standards of grade and structure: The standards of grade and force structure are appropriate and compatible with other CMFs on the panel.

c. Assignment and promotion opportunity. There are adequate opportunities to serve in the most challenging positions within the CMF and to attain subsequent promotion to SGM.

d. Overall health of CMF: The health of the CMF is seen to be excellent. The panel review of 56M records indicates a career field of highly motivated NCOs who clearly demonstrate the Warrior Ethos and Army Values in their potential to serve at the SGM level.

5. Recommendations.

a. Competence: Recommend Chaplaincy leaders at all levels encourage NCOs to seek service in the most challenging MOS 56M positions. The manner of performance in these jobs is indicative of both competence and potential for greater responsibility.

b. CMF structure and career progression: The panel found that career developing opportunities and progression were fair and equitable.

c. Other as appropriate:

(1) The NCOER is the main source document to measure leadership, performance and potential for future service. The rating chain must justify "excellence" and spell out the promotion and leadership potential the NCO has demonstrated during the rating period.

(2) Leadership Opportunities: 56M NCOs should be encouraged to seek out opportunities for service within their units. For example, serving as "Acting 1SG" while the unit 1SG is on leave would give panel members valuable indicators to evaluate leadership abilities and versatility of the NCO.

(3) Enlisted Records Brief (ERB) Update: File discrepancies do not reflect favorably. Therefore it is critical that NCOs when not deployed review and update their records so board members have accurate and current information for their deliberations. Several NCOs did not validate their ERB; this sends a message to the board members.

(4) Photos: Most of the photos were updated. It is imperative that NCOs update their official photo whenever there are changes to the uniform (i.e., rank, service stripes, and awards) even if the current photo is less than five years old. This is especially critical for NCOs competing for promotion.

(5) CMF Proponent Packets: The Proponent Packet contained excellent information that prepared panel members to review and vote MOS 56M records to standard. The packet was very detailed, easy to read, and was followed by all board members. The panel submitted an inquiry though the DA Secretariat to provide clarification of a position listed in the proponent packet in order to vote the record with fairness. Recommend proponency provide clarification of description for all demanding positions.

ROBERT C. WHALEY
Colonel, AG
Panel Chief