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

28 February 2011

MEMORANDUM THRU Headquarters, United States Army Training and Doctrine Command, Attention: ATTP-P, 3 Fenwick Road, Building 11, Fort Monroe, VA 23651-1049

FOR Commandant, US Army Adjutant General's School, 10000 Hampton Parkway, Fort Jackson, SC 29207-7045

SUBJECT: Career Management Field (CMF) 79S Review and Analysis

1. Reference memorandum, HQDA, DAPE-MPE-PD, 7 January, 2011subject: Memorandum of Instruction for the FY11 Sergeant First Class Promotion and Selection Board.

2. In accordance with the referenced memorandum, the selection board panel reviewing records for CMF 79S 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 selection board process is a pivotal tool for determining the most deserving and best qualified Soldiers for promotion to Sergeant First Class. There are numerous documents to review in a short period of time, but the three documents that helped produce the most accurate snapshot were the Noncommissioned Officer Report (NCOER), the Enlisted Records Brief (ERB), and the Department of the Army (DA) Photo. The Soldier, rater, and senior rater all have a role in ensuring these documents are updated and present an accurate description of the Noncommissioned Officer (NCO) being considered. In addition, senior leaders must present a unified performance and potential assessment. The board is looking for NCOs that demonstrate the qualities, behaviors, performance and have the potential to serve in positions of greater responsibility. As such consistency among raters and senior raters is critical to the selection process. Some of the inconsistencies in this CMF are outlined below.

(1) Principle duty titles were not always accurate or consistent with the ERB. Numerous duty titles did not exist in accordance with (IAW) applicable CMF manpower documents and appeared to be created to lend more credibility to the rated NCOs position, duties, and responsibilities. Such efforts, while descriptive, were confusing and cast doubt on the accuracy of the evaluation. An example was the use of "Senior" or "Brigade" Career Counselor, while the rater was also listed as the "Senior" or "BDE"

Career Counselor. This sent a confusing message to the board and suggested that the rated NCO is the Battalion Career Counselor rather than the higher level. Duty titles should be accurate and clearly indicate the level of responsibility.

(2) Raters should be educated on the impact of inconsistent messaging. 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 leave the board members having to speculate. Senior Raters should also understand the negative impact of marking a "2" or "3" block when accompanied by comments such as "promote now, immediately, or ahead of peers". Such inconsistency may not send the intended message, whether negative or positive.

(3) The DA Photo is an essential part of a NCOs promotion file. Soldiers are not authorized to physically appear before the Centralized Promotion Board, so the photo is the only opportunity the NCO has to make a "first impression" with board members. It allows the board members to determine a Soldier's professional appearance and military bearing. An NCO that does not take the time or make an effort to submit a DA Photo were viewed as having a lack of professionalism, discipline, and self-motivation, and had a negative impact on the board.

b. Utilization and assignments (particularly in PMOS). NCOs serving in a variety of assignments were viewed more favorably by the board. Soldiers successfully serving in various units in the MTOE, TDA, SOC, SMU and joint communities demonstrated diversity, potential and ability to serve in higher operating environments.

c. Training and education. All CMF 79S records indicated that Soldiers had the required MOS proficiency training; however, there was a significant gap in those close or pursuing an AA/AAS or higher. This could be due in part to the high amount of deployment time. Continued emphasis should be placed on continuing their civilian education.

d. Physical Fitness. The majority of Career Counselors evaluations were in compliance with the Army height/weight standards. Additionally, most of the NCOs presented a positive image and a physically fit appearance on their Official DA photographs.

e. Overall career management. Career Counselors appeared to have a variety of assignments. Continuing to seek out diverse assignments helps round out a Soldiers career and in most cases was viewed favorably when trying to distinguish NCOs with the best potential for promotion.

4. CMF structure and career progression assessment. The career pattern and structure was well documented. Career Counselors are pursuing challenging positions in a

variety of units and organizations and doing what it takes to excel and get promoted. The sheer number of CMF 79S Soldiers working in high risk jobs, some under austere conditions or on back to back deployments is a testament to the caliber of Soldiers selected to serve in the 79S MOS.

a. MOS compatibility within CMF. All Army Career Counselors compete with each other for duty positions and assignments based on their competence level and the performance evaluation of their tactical and technical proficiency. Each NCO should be afforded the opportunity to serve in diverse assignments.

b. Suitability of standards of grade and structure. Equal consideration was given to all Staff Sergeants in the zone for consideration for SFC. Board members reviewed key documents in their records and made decisions based on leadership potential and performance in both MTOE and TDA staff positions as outlined in the 79S Proponent Information Packet.

c. Assignment and promotion opportunity. Many assignment and promotion opportunities exist for those Staff Sergeants who seek them. Those who have sought diverse assignments and performed exceptionally well were viewed favorably by the board.

d. Overall health of CMF. The overall health of CMF 79S is strong. The CMF has a proportionately large number of technically and tactically sound professionals which will put them in a position to successfully serve as future leaders in our Army. The vast majority of Soldiers were extremely competitive for promotion and had stellar evaluations, accomplishments and records of exceptional performance both in and out of combat.

5. Recommendations.

a. Competence. Ensure duty titles are accurate IAW DA PAM 611-21. A Soldier performing successfully in their grade should be reflected. If they are performing a level above, that should be clearly stated and annotated in the duty description/ MOS. A solid battalion level duty title, capturing the great achievements during the rating period stands out against another solid record on a Soldier whose duty title was inflated whether intentionally or unintentionally.

(1) Senior rater assessment of overall performance and potential also appeared inflated. The majority of the NCOERS were marked 1 and 1 in sections V c and d for senior rater performance and potential. The bullet comments stated "promote ahead of peers" or "promote now" with a rating of 1/1 should be given to the absolute best performing NCOs and those with the most potential for increased responsibility. These

comments were very important to the board panel and when consistent provided them with clear rater and senior rater intent.

b. Other. Soldiers should be reminded of the requirement to have an updated DA Photo in the proper uniform. Although not prevalent in this CMF, it should continue to be reinforced. A Soldier who is or was deployed normally has ample opportunity to take a photo between deployments. The board reviewed packets on several Soldiers with over 40 months of deployment time with photos, so those without a photo did little to enhance their chances.

6. CMF Proponent Packets.

a. Overall quality. CMF 79S proponent packet had all the required information for board members to make the best possible promotion recommendations.

b. Recommended improvements. None. CMF 79S as a whole is an extremely competitive career field. The majority of these Staff Sergeants served in diverse, challenging, and demanding positions both in and out of combat. The board recognized the caliber and quality of the NCOs that are selected for and serve as career Counselors throughout our Army. CMF 79S generally had the highest standards of uniform appearance, physical fitness, and service in high risk positions.

TRACEY E. NICHOLSON
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Panel Chief