DEPARTMENT OF THE ARMY
SECRETARIAT FOR DEPARTMENT OF THE ARMY SELECTION BOARDS
1600 SPEARHEAD DIVISION AVENUE
FORT KNOX, KENTUCKY 40121

REPLY TO
ATTENTION OF

AHRC-PDV-S

18 November 2010

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 US Army Chemical School, Fort Leonard Wood, MO 65473

SUBJECT: Career Management Field (CMF) 74 Review and Analysis

1. Reference memorandum, HQDA, DAPE-MPE-PD, 9 September 2010, subject: Memorandum of Instruction for the FY11 Master Sergeant Promotion and Selection Board.

2. In accordance with the referenced memorandum, the selection board panel reviewing records for CMF 74 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. Several excellent blocks were checked by the rater without the adequate amount of justifiable bullets making the rating seem over stated / inflated. SR Rater comments appeared to be vague and did not address performance and potential for attending higher NCOES courses nor potential for increased levels of responsibility and authority. SR comments need to be up front and concise. Not every NCO should be rated as a 1/1 on potential and performance. This was evident by the vague bullet comments used to justify the ratings. Board members viewed unclear bullet statements and ratings by senior raters as useless in determining the true potential for increased authority and responsibility.

b. Utilization of Assignment. Excessive time spent in staff positions such as BN/ BDE CBRN NCO for prolonged periods was viewed as detrimental to the NCOs development and promotion potential (core competence capability). Leaders at all levels, must do a better job of managing NCOs' careers to allow them to serve in both leadership and staff assignments.

c. Training and Education. All panel members agreed that continued education was paramount in developing future leaders. Thus having a two or four year college degree was viewed as a positive and made some NCOs stand out among their peers who had little or no college education. It must also be noted that graduating an NCOES such as ALC and SLC as honor graduate or exceeding course standards was a definite

plus. However, graduating a course with a marginal rating made the NCO less competitive for promotion.

d. Physical Fitness. Many NCOERs stated that Soldiers pass the height and weight requirements of AR 600-9. However many Soldiers appeared to have an over fat appearance on their DA Photo. Also many Excellence bullets failed to clearly state that NCOs earned the APFT badge in fitness. Raters need to ensure the NCOERs reflect the correct information pertaining to the height and weight of NCOs and rate the NCO accordingly. If the NCO earned the APFT fitness badge, state so on the NCOER.

e. Overall Career Management. Experience counts. Deployments, Platoon Sergeant duty, Drill Sergeant duty and instructing assignments such as Small Group Leaders, help to create a well rounded adaptive leader. However, some NCOs have stayed in assignments that have not allowed them to explore these other types of leadership environments.

4. The changing environments and conditions of an Army that has been at war for more than nine year has resulted in NCOs becoming more competitive. It also has provided each Soldier opportunities for career advancement and leadership positions and promotion. NCOs must aggressively seek out different leadership opportunities rather than remain in the same type of jobs for prolong periods of time.

a. MOS Compatibility within CMF. The standards and grade structure outlined in the proponent guidance were compatible with the DA Secretariat guidance were accurate and should be maintained.

b. Suitability of Standards of Grade and Structure. A few cases existed of NCOs serving in specific positions for too long which could affect them in the future sense. They may not be getting the overall leadership experience commensurate with that of their peers. NCOs should continue to ask for the specialty assignments such as Drill Sergeant, O/C, SGL, and Recruiter. Upon successful completion of that assignment, NCOs should return to their CMF field and leadership positions such as Platoon Sergeant, CRD Team Sergeant, and SMU Team Sergeant.

c. The overall health of the CMF is strong. NCOs are excelling in demanding assignments and demonstrating remarkable leadership skills in both garrison and in deployed environments.

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

a. Competence. NCOs should follow the CMF career map provided by CMF Proponent guidance to stay competitive with their peers. Operational experience for continued development is essential in creating a well rounded leader. Some NCOs appeared to have stayed in the same types of positions back to back (i.e. TDA assignments) for prolonged periods of time.

b. CMF structure and career progression. NCOs need to actively seek out tough assignments that will continue to place them in a wide range of environments. Key leadership billets such as PSG (or PSG Equivalent) are essential for professional growth to continue to prepare them for follow on assignments such as 1SG or Team Sergeant.

c. Other, as appropriate. Although the standard minimum requirement to update DA photo is five years, it was a clear indication that some NCOs did not care about competing for the next higher grade as some NCOs had missing photos or photos that were not updated. Many NCOs did not take time to review and update the OMPF and DA photo. This sends a negative message to board members that the NCOs did not think it important to do so. Most files had not been updated and did not have photo.

6. CMF Proponent Packets.

a. Overall quality. The overall CMF74D Proponent Packet was useful and very accurate. The information was clear and in line with the Army guidance and Board MOI.

b. Recommended improvements. A key recommendation for NCOs competing for promotion is to ensure they review the records and update their photos regularly. Board members noted a few files either did not have a photo or had photos dating back to when they were Staff Sergeants. This leaves the panel members with the impression that the NCO was not concerned about their career progression.

PAMELA L. MARTIS
Colonel, MP
Panel Chief