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: ATTG-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) 79R Review and Analysis

1. Reference memorandum, HQDA, DAPE-MPE-PD, 7 January 2011, subject: 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 79R submits this Review and Analysis to assist you in executing your duties as proponent for 79R within this CMF.

3. Competence assessment of Promotion

a. Performance and potential. Noncommissioned Officer records reviewed by this year's board panel members adhered strictly to the requirements outlined in the 79R proponent information packet. Successful rated time in Station Commander, Center Commander, Medical Recruiting Station Commander, Special Operations Recruiting Station Commander, Assistant Center Commander and Team Leader supervising 5 or more Soldiers were considered best qualified. Additionally, Staff Sergeants that held aforementioned duty positions supervising two or more Soldiers were considered favorably.

b. Utilization and assignments. Approximately twenty percent of Staff Sergeants competing for promotion were rated as Station Commanders, Center Commanders, Medical Recruiting Station Commander or Team Leaders. Over forty percent were credited on their ERB as serving in a proponent demanding duty as recent as one month prior to the board however had not received an evaluation. Staff Sergeants currently serving in the aforementioned duties were viewed positively. The largest population of available Staff Sergeants ERBs and evaluations indicated duty as a Field Recruiter. Staff Sergeants records appearing before the board receiving a complete the record evaluation illustrating successful Commander time provided clarity for board members allowing members to determine the most qualified for selection.

Staff Sergeants that did not have the opportunity to serve in proponent demanding duties remained competitive based on strong performance and potential evaluated on NCOER's.

c. Training and education. Minimum requirement for available population of Staff Sergeants was (completion of ALC phase II and Station Commanders Course). Staff Sergeants that did not complete ALC records were not available for selection. Staff Sergeants that did not complete the Station Commanders Course were viewed unfavorably. There were cases in which Staff Sergeants had a strong records served in proponent demanding positions and were not considered competitive without completion of Station Commanders Course. Staff Sergeants who completed over sixty semester hours were viewed favorably. Less than twenty percent of 79R Staff Sergeants had completed more than 60 semester hours of college. Staff Sergeants that exceeded standards on their 1059 made a favorable impression on the board however, marginal 1059's for APFT and HT/WT failures, were not viewed favorably.

d. Physical Fitness. The majority of the records reviewed appeared to meet Army HT/WT and physical fitness standards. Board members regarded the individual accomplishment of the Army physical fitness badge or a combination of high APFT scores over a five year period positively. 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. Having a photo allowed the board to determine a Soldier's professional appearance and military bearing. An NCO that does not make an effort to submit a DA Photo was viewed as having a lack of professionalism, discipline, and self-motivation, and their files had a negative impact on the board.

e. Overall career management. In order for USAREC to maintain positive momentum with regard to career management, Soldiers converted to 79R should be given opportunities to have rated leadership time. Squad leader or team leader equivalent time would provide them a distinct advantage.

4. CMF structure and career progression assessment.

a. MOS compatibility within CMF. There were compatibility issues regarding Team Recruiting, Pinnacle Recruiting and Legacy Recruiting. Terms varied such as Station Commander, Team Leader, Center Commander, Assistant Center Commander, Future Soldier Leader, Squad Leader, Fire Team Leader, Recruiter –Prospector, Recruiter-Processor. Another concern was 79R40 positions that supervised 3 or less Soldiers and 79R30 that supervised 3 or more Soldiers. Board members focused on number of Soldiers supervised in order to determine most qualified Staff Sergeant. Future Soldier Leaders were given credit for supervising. Increased emphasis should be placed on clarifying duty descriptions. USAREC provides opportunities for Recruiters to have a

variety of assignments based on needs, availability of assignments and Soldiers' desires. Soldiers should continue to seek out diverse assignments to help round out their career and distinguish themselves from their peers.

b. Suitability of standards of grade and structure. Station Commander's positions were viewed as the most critical position in USAREC. Therefore, standardization of duty description on all evaluations should clearly describe duties and responsibilities necessary to develop a Soldier for service at the next higher grade to include number of Soldiers supervised. Standardization is addressed in the proponent information packet, however not consistently documented on NCOERs.

c. Assignment and promotion opportunity. Most records reviewed showed that 79Rs attended Station Commander NCOES. Recommend continued emphasis be placed on the requirement to complete the Station Commander Course with follow-on to a proponent demanding position upon graduation. Staff Sergeants that were in demanding positions were viewed as most qualified. Many assignment and promotion opportunities exist for Staff Sergeants who seek them. Those who have sought diverse assignments and performed exceptionally well, were favorably considered.

d. Overall health of CMF. The overall health of CMF 79R is strong. The professional development model provides a clear outlook for USAREC to develop technically and tactically proficient professionals that will strengthen the next generation of leaders in CMF 79R.

5. Recommendations.

a. Competence. Ensure all Soldiers and their raters understand the standards of grade and that their duty titles/positions should be IAW DA PAM 611-21. This has a direct impact on how the board viewed the Soldiers record.

(1) 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, puts the NCO at a distinct disadvantage and leaves 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 positive or negative.

(2) NCOs awarded the Sergeant Audie Murphy, Sergeant Morales, Soldier of Year and other distinctions, should be clearly indicated in the NCOER and/or NCOs should be encouraged to send a letter to the President of the Board. Such awards are not reflected on the NCOs ERB, which may cause the achievement to be overlooked. The board panel viewed these distinctions positively.

b. CMF structure and career progression. Overall structure is strong. It is critical that USAREC leaders continue to scrutinize the conversion process and base conversions on demonstrated proven critical skills, leadership and core competencies regardless of Recruiter awards and accomplishments.

c. Other, as appropriate. Soldiers are responsible for their records and expected to keep records current and updated. Many Soldiers did not have a current DA photo and several records were without a photo. Several Soldiers uniforms fit poorly, were in need of tailoring, and/or lacked proper military appearance. Photos and uniform fit should continue to be emphasized. On many occasions bullets were recycled to the next rating period, such as "earned Recruiter Ring or Glen E. Morrell Award". Often these comments were accompanied by a "fully capable" or "successful" rating which sent a conflicting message to board members.

6. CMF Proponent Packets.

a. Overall quality. The quality of the proponent information packet was excellent. The 79R brief to the board members gave clearly defined examples of what the Recruiting Command viewed as leaders with the greatest potential. The MOS 79R duty descriptions, demanding positions, professional development model and promotion potential indicators were particularly helpful.

b. Recommended improvements. Standards are in place and working. Recommend leaders remain vigilant in keeping CMF 79R current with standards outlined in the proponent information packet.

TRACEY E. NICHOLSON
COL, AG
Panel Chief