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 Commander US ARMY CBRN School, Fort Leonard Wood MO, 65473

SUBJECT: Career Management Field (CMF) 74 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 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. Our Leaders need to be upfront, honest and brief when rating NCOs. The Rater's bullet comments need to match the rating; do not inflate ratings. The Senior Rater's portion, though independent, needs to be consistent with the overall Raters portion of the NCOER. There were too many inconsistencies; every NCO is not a 1/1 especially when they were rated all Success or Needs Improvement, and promote with peers. On the other hand, NCOs that perform very well and demonstrate the potential for increased responsibility should be articulated as the very best through quantitative measures.

b. Utilization and Assignments. Overall, there is a disparity in the balance of Leadership and Staff positions across our formation. In many cases, there are too many NCOs that are steadfast in a Bn or BCT (Staff) for too long of a period. In the aforementioned, these NCOs, for the most part, are excluded from any bonafide Leadership opportunity and fall short of a well rounded Warrior. It is imperative that Leaders at every level facilitate rotating our Warriors in and out of Leadership and Staff positions. It is extremely important that NCOs take charge of their career and strive for

excellence in a variety of assignments as they pay attention to published CMF career pattern guidance.

c. Training and Education. In spite of the high OPTEMPO of our Army over the past nine and a half years, NCOs must continue the quest for higher military and civilian education. NCOs that exceeded course standards by obtaining Distinguished Honor Graduates, Honor Graduates, Commandants List, and Leadership Awards during an NCOES, stood out among their peers as driven toward excellence and were very competitive. NCOs who completed two or more years of college also reflected favorably during the selection process. On the other hand, by graduating a NCOES with a marginal rating or failing an ASI/SQI or career enhancing course made the NCO less competitive.

d. Physical Fitness. It is important to rate "Excellence" for scores that clearly earned the NCO the APFT Badge. Making progress in the AWCP does not qualify or quantify an Excellence rating. Again, this portion of the NCOER is totally in the rated NCO control; hold them to the standard.

e. Overall Career Management. The NCO's that sought tough assignments stood out among their peers. Experience in the training, leading, and deployments mattered. The NCOs that have been the consummate operational leader (Squad Leader/Team Leader/Team Sergeant; Platoon Sergeant; Detachment Sergeant) and contributed to the Institutional/IET (Small Group Leader, Senior Drill Sergeant, Drill Sergeant, AIT Platoon Sergeant) environment stood out. Other special assignments including O/C and Recruiter coupled with the aforementioned were looked at favorably.

4. Our Profession of Arms requires the very best to rise to the top during this critical time period of persistent conflict. As Professional NCOs, it is paramount that we are physically, mentally, emotionally, and spiritually fit in order to remain ready and adaptive. Professional NCOs must challenge themselves and their Soldiers personally and professionally.

a. MOS compatibility within CMF. Generally, the criteria outlined in the Proponent's Promotion Board Packet and DA Secretariat guidance are hardened foundations and should be maintained for future boards.

b. Suitability of standards of grade and structure. Career enhancing assignments within the career field exists. It is incumbent on NCOs to aggressively seek those opportunities for future advancements. There are enough opportunities at the current grade and one grade up in Leadership and Staff positions to suffice both the Chemical Corps and Army's mission.

c. Overall health of CMF is extremely strong. Given the current OPTEMPO, NCOs have demonstrated the strength required to lead and the professionalism to sustain for future operations.

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

a. Competence. Knowledge, Experience, and Balance are key elements for a competent NCO. Continue to progress in NCOES, operational participation and civilian education. An educated NCO is a Professional Warrior; adding professional readings to their learning experience will help them put things into perspective and add value to their skill sets. It will further assist them in balancing the demands of home and work; they are equal.

b. CMF structure and career progression. Again, NCOs should continue to challenge themselves with tough assignments. Don't be afraid to work outside of your comfort zone. A true Leader is diverse, adaptive and demanding.

c. NCOs in Key Leadership assignments need to remain in position for at least 18-24 months. It is important to leave NCOs in position for longer duration when possible, as it assists in growth and highlights outstanding performance.

d. NCOs must update their records and DA photo. Too many records and photos were out dated, thus sending a negative message to the board panel. NCOs must take pride in themselves, their Soldiers and the mission.

6. CMF Proponent Packets.

a. Overall quality. The overall CMF 74 Proponent packet clearly outlined the CMF and assisted board members in gaining a clear understanding of the career field and accurately painted the picture for the best qualified Noncommissioned Officer.

JOHN D. DROLET
Colonel, EN
Panel Chief