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 27 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, U.S. Army CBRN School, 401 Manscen Loop, Fort Leonardwood, MO 65473

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

1. Reference memorandum, HQDA, DAPE-MPE-PD, 11 May 2011, subject: Memorandum of Instruction 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 74 submits this Review and Analysis to assist you in executing your duties as proponent for MOS 74D.

3. Competence assessment of Promotion Zone (strengths and weaknesses).

a. Favorable attention was given to those positions that are common at the Master Sergeant level or higher, which required the Senior Noncommissioned Officer to perform in a manner that would warrant recognition, not only to the overall level of responsibility, but included the number of Soldiers supervised, as well as the overall performance within that position. These positions included First Sergeant, Sergeant Major, Rear Detachment Sergeant Major, Command Sergeant Major, Battalion and higher level Staff Positions.

b. Special attention was given to Noncommissioned Officers who opted to serve in positions that required leadership and or limited guidance, such as, Special Mission Units, Military Transition Team (MiTT), Detachment Sergeant, Team Sergeant, Small Group Leader, Equal Opportunity Advisor, and Senior Career Advisor.

c. Attention was given to those positions that Master Sergeants held that are normally within their current rank that allowed them to grow and mature in their careers for potential advancement. Panel members paid particular attention to the overall level of responsibility, number of Soldiers supervised, and the overall performance and potential within their particular career field.

d. Consideration was given to those Master Sergeants who held non-standard positions and Warriors in Transition. Non-standard positions are not supported by Modified Table of Organization and Equipment (MTOE) or Table of Distribution and Allowances (TDA), but are necessary in the professional development of Noncommissioned Officers, as well as essential to the unit's success. Warriors in Transition may have many months of nonrated time resulting from extended recovery periods. During recovery periods, wounded warriors may not have a current DA photo on file due to injuries that prevent wearing the Army Service Uniform or the Class A Uniform. They may be unable to pursue their career paths as set forth by proponent guidance.

e. Panel members used the guidance outlined within the Department of the Army G1 Memorandum of Instruction for the FY11 United States Army Sergeant Major Academy Training and Selection Board, as well as the recommended guidance contained in the CMF 74 Proponent Packet, in deciding which standards would be appropriate for CMF 74.

f. Utilization and Assignments. Noncommissioned Officers demonstrated exceptional proficiency and potential in their core competency as well as non-standard positions. They also displayed agile and adaptive leadership in full spectrum operations across a wide variety of demanding assignments. Solid performance in key leadership positions is essential. Noncommissioned Officers that served in a variety of challenging, demanding, or high risk positions were considered more favorably than those that stayed in, or were assigned to, less demanding or less critical duties.

g. Performance and potential. Senior Raters must be consistent in matching comments with the blocks checked. Senior Raters must provide quantifiable bullet comments that support the rating provided. There were too many cases of both positive comments with low ratings blocks as well negative comments with high ratings blocks. Actions that led to disciplinary actions should be reflected on the NCOER. Senior Raters must address promotion potential, schooling, and overall performance in the bullet comments. There were many deviations between Rater and Senior Rater, for example, the Rater rated the Noncommissioned Officer as "Among the Best" but the Senior Rater says, "Promote with Peers." Reviewers should address these differences. Panel members observed unjustified excellent ratings as well as too many "cut and paste" and recycled bullets in succeeding NCOERs. Little effort was placed in articulating and describing the Noncommissioned Officers' accomplishments and potential in the Senior Rater bullets. Senior Rater bullets must be quantifiable and direct to the point. Senior Raters must stratify within their bullet comments, for example, (Top 2 of 6, I Senior Rate) to clearly identify to the panel members, as well as the rated Noncommissioned Officer, who the best performers with the greatest potential are.

h. Military and Civilian Education. Panel members looked for a demonstrated level of devotion to their profession through measurable and continuous self-development. Noncommissioned Officers that exceeded course standards during NCOES stood out among their peers, as well as those who completed two or more years of college toward

pursuing a college degree or obtained a college degree reflected favorably. Noncommissioned Officers who obtained a marginal rating during NCOES or had less than two years of college or no college were less competitive.

i. Physical Fitness. Army policy requires every Soldier be physically fit regardless of age or duty assignment. Weight control and physical appearance are important indicators of a Noncommissioned Officers physical fitness. Noncommissioned Officers who failed to meet height and weight standards or failed to pass their record APFT were not viewed favorable for consideration. Noncommissioned Officers who consistently strived for excellence on the APFT and met height and weight standards were viewed favorable for consideration. The Physical Fitness and Bearing block on the NCOER should clearly state the reason for an "Excellence" block, for example, "earned the physical fitness badge," when addressing physical fitness. Consideration was given to those Noncommissioned Officers with certain medical profiles who have been found fit to remain on active duty by a Medical Retention Board that had partial disabilities that were the result of disease, wounds, or injury that did not interfere with the individual's performance of duty.

j. Derogatory information. It appeared that in some cases that certain derogatory information was intentionally left off the NCOER that was later discovered in the Noncommissioned Officers' performance file. In many cases there was derogatory data in the Noncommissioned Officers file but was not mentioned on the NCOER. Actions that led to disciplinary actions should be reflected on the NCOER

k. Board Preparation. Enlisted Record Briefs (ERBs) were not updated. Noncommissioned Officers must update their board records. A significant number of ERBs had missing data or "incoming personnel," "surplus Soldier," and "known loss" instead of actual duty position. ERBs must match the NCOER in terms of duty description and time in position. Rated Noncommissioned Officers must verify their Board Files. The rated Noncommissioned Officer is responsible for correcting all administrative data. Noncommissioned Officers who took time to update their records set a positive tone, for example, current DA photo on file, ERB updated, Letters to President, etc. While on the other hand, missing or old information, such as, missing DA Form 1059s, old DA photo or no DA photo, and incorrect ERB entries, set a negative tone to panel members. It is the Noncommissioned Officers responsibility to ensure they have an updated photo in their board file. Understanding that the OPTEMPO is high, many Noncommissioned Officers were back for 12 months or more and should have had the time to provide an updated photo.

3. Recommendations.

a. Solid performance in key leadership positions is essential. Noncommissioned Officers should continue to serve in a variety of challenging, demanding, or high risk positions. They should have diverse expertise in the operating force, generating force, and other demanding assignments.

b. Leaders must fully document all derogatory information on the NCOER if the unfavorable event happens during the rating period.

c. Noncommissioned Officers must update their records and DA Photo. Too many records and photos were outdated, thus sending a negative message to the panel members.

4. CMF Proponent Packet: The CMF 74 proponent packet clearly outlined the CMF and assisted panel members in gaining a clear understanding of the career field and accurately painted the picture for the best qualified Noncommissioned Officer.

PATRICK J. DONAHOE
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Panel Chief