

MEMORANDUM FOR Commandant, US Army Aviation Center, Fort Rucker, Alabama  
36362

SUBJECT: Career Management Field (CMF)15 Review and Analysis

1. Reference: Memorandum, HQDA, DAPE-MPE-PD, 1 October 2003, SUBJECT: Memorandum of Instruction for the CY03 CSM/SGM/USASMC Selection Board.

2. In accordance with the referenced memorandum, the selection board panel reviewing records for CMF 15P submits this Review and Analysis to assist you in executing your duties as proponent for MOS within this CMF.

3. Competence Assessment. In general, the board applied the same standards of review for an NCO whether in the Primary or Secondary zone of consideration for promotion or schooling. The comments provided below generally apply to both zones of consideration.

a. Performance and Potential.

(1) The board's review indicates CMF 15 NCOs are performing at a high level. However, Senior Rater comments on performance and potential, for the most part, were not specific enough, nor did they quantify performance adequately. A great majority of Senior Raters are rating their NCOs as 1's in Performance and Potential. This caused the board to rely heavily on the Rater's (a less experienced leader) scores and remarks. Consequently, Senior rater quantification of an NCO's overall performance (e.g. "best 1SG/OPS NCOIC in the battalion/Brigade", "my number 1 of 5 1SGs/Instructor/Recruiter") was viewed very positively by the board. The board indicated senior rater comments on Performance were generally not as strong as those on Potential. The majority of NCOs in the Primary Zone were able to obtain leadership positions. Most had 24+ months of 1SG time or MSG Operations NCOIC time which was critical to selection to CSM/SGM.

(2) It was clear NCOs in the Secondary Zone had ample opportunities to serve in key leadership positions. A large percentage had in excess of 12 months of 1SG time or rated time as a MSG.

b. Utilization and Assignments. In general, the board determined that the

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utilization of NCOs in appropriate assignments was good. It was clear to the board that a large number of NCOs were seeking out and obtaining time in key leadership and staff positions. Utilization in assignments other than their primary MOS (e.g. Recruiting, Drill Sergeant, etc.) was viewed favorably provided the assignment was commensurate with the NCO's grade and experience level. Within MOS 15P, most NCOs were being properly utilized and had a variety of assignments in the proper grade position. However, there were numerous indications where NCOs appeared not to be seeking assignments commensurate with the proper grade, upon promotion. The board strongly recommends the continued emphasis for NCOs to look beyond their current position to ensure an appropriate post-promotion position exists for their grade.

c. Training and education.

(1) In general, the board determined the training and education level of CMF 15 NCOs was high. The board viewed manner of performance (e.g. exceeding course standards) in traditional NCOES schools positively. The majority of NCOs were receiving the proper training IAW assigned positions; the majority of 1SGs had attended the 1SGs course and the majority of senior staff NCOs had attended the Battle Staff Course. However, there were numerous instances where NCOs attended the Battle Staff or 1SG Course(s) and were not utilized in a key position upon completion of their training. The board recommends the continued emphasis on controlling this special training to ensure NCOs that attend are properly utilized.

(2) The level of civilian education obtained by many of our NCOs is exceptional, particularly in view of the OPTEMPO/PERSTEMPO the past 5- 8 years.

d. Physical Fitness/Official Photograph. The board viewed the level of physical fitness (e.g. APFT Scores indicating excellence, comments about earning PT Badge, times to complete 20K ruck march, etc.) reflected on the NCOER, positively. APFT scores provide the board an additional data point to consider when evaluating soldiers who exceeded screening table weights and appeared overweight in their Official Photograph. Combined with a current, in-grade official photo, strong, quantified comments about Physical Fitness excellence sent a strong message to the board. Conversely, those NCOs with less than an excellence rating normally had no supporting comments that quantified their level of physical fitness in relation to the Army standard. The board did not view Official Photographs not in current grade favorably.

e. Overall Career Management. Generally, career management within the MOS is good. Most were in E8/E9 positions authorized within the CMF with many performing at the next higher grade. The board recommends continued emphasis on obtaining multiple leadership assignments, regardless of the location (TDA or TOE) they are serving. The board recognizes the importance of achieving continuity in key leadership and staff positions; however the board recommends continued emphasis on

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monitoring/tracking NCO utilization to prevent the assignment of an NCO in one location or position for too lengthy of a time period.

4. CMF structure and career progression assessment.

a. MOS compatibility within CMF. Generally good; the majority were properly assigned and utilized.

b. Suitability of standards of grade and structure. Good.

c. Assignment and promotion opportunity. Good. Majority of NCOs were working at or above their current grade. The board recommends the continued emphasis on assignment to a variety of key staff and leadership positions.

d. Overall health of CMF. Good.

5. Recommendations.

a. Competence. Ensure that NCO job/duty descriptions accurately reflect the level of responsibility commensurate with the position. The board noted numerous instances where the duty description did not provide the detail necessary to indicate the level of responsibility (e.g. number of soldiers supervised, etc.). Additionally, rater/senior comments that detailed obtaining/maintaining MOS certification sent a positive message to the board. The board recommends the continued emphasis to NCOs that they aggressively seek out senior leadership and staff positions at the earliest possible time in their career progression.

b. CMF structure and career progression. Board recommends the continued emphasis to NCOs that they seek out and perform in authorized positions in their current or higher grade at the earliest possible time in their career progression.

6. CMF Proponent Packets.

a. Overall Quality. For CMF 15 (93P/93C), the "career map" in the proponent packet does not provide a detailed listing of defining authorized duty positions.

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b. The board recommends that the CMF 88Z "career map" be used as an example to develop a more comprehensive CMF 15 map.

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