



DEPARTMENT OF THE ARMY
U.S. ARMY ENLISTED RECORDS AND EVALUATION CENTER
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INDIANAPOLIS, INDIANA 46249-5301



REPLY TO
ATTENTION OF

AHRC-EB

25 February 2004

MEMORANDUM FOR COMMANDER, U.S. ARMY AVIATION CENTER, FORT
RUCKER AL 36362

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

1. Reference: Memorandum, HQDA, DAPE-MPE-PD, 3 February 2004, subject: Memorandum of Instruction for the CY04 Master Sergeant Selection Board.

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

3. Competence assessment (strengths and weaknesses).

a. The board considered that every NCO selected for promotion to MSG was qualified, but was concerned that there were more promotion vacancies to fill than highly competent NCOs available. In the view of the board, roughly half of the NCOs selected for promotion had weak files. The weakness was primarily in the area of general NCO leadership. The Aviation Branch appears to have some serious shortcomings in its development of NCO leaders that must be addressed.

b. In general, there were differences between the Primary Zone and Secondary Zone files that were considered. The Secondary Zone files lacked the broad and extensive experience observed in the Primary Zone files with fewer numbers of NCOERs in SFC positions. In other areas of comparison, both zones were equivalent in quality of NCO.

(1) Performance and potential. Senior Rater comments generally focused on NCO technical skills with infrequent bullet comments on leadership performance and potential. Senior Raters made numerous comments to send NCOs to additional schools but few comments on the NCO's ability to fill key senior NCO leadership positions such as unit 1SG. The board considered recommendations to send an NCO to the 1SG course less compelling than recommendations to place the NCO as a 1SG now.

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Senior Rater comments that the board considered particularly strong indicated that the NCO was immediately capable of being a 1SG while also indicating the NCO possessed strong CSM potential.

(2) Utilization and assignments (particularly in PMOS). The board noted that the strongest NCO files were those with multiple demanding troop-leading jobs in which the NCO performed well. Those NCO files with assignments in excess of four years in non-troop-leading jobs were viewed less favorably. Assignments in AC/RC, Recruiting, and Drill Sergeant positions were considered as demanding assignments.

(3) Training and education. Data available to the board indicated that at least 50% of the files considered indicated the NCO had at least 2+ yrs of college. Although this data was encouraging to the board, the lack of documentation in the OMPF or transcripts was disturbing. The board considered attendance at higher level military school, such as the 1SG course, in a positive light.

(4) Physical Fitness. The board considered that the most competitive SFCs had strong APFT scores that were enumerated in the Rater blocks. Aviation NCOs appeared weak in the area of physical fitness.

(5) Overall career management. The board noted that strong NCOs could perform well in any Army position and compete for promotion provided that they did not remain in any one position too long. NCO files that contained five or more NCOERs spanning 4 to 5 years in the identical position were not favorably considered.

4. CMF structure and career management.

a. MOS compatibility within CMF. Aviation NCOs in the 15P MOS appear to have fewer leadership opportunities than their maintenance NCO counterparts. Unit, Aviation Proponency, and HRC leaders must work together to provide 15P NCOs with various opportunities to develop their leadership skills while advancing their technical skills as well. The board noted that the 15P files were particularly weak in portraying NCO leadership as compared to their maintenance counterparts.

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b. Suitability of standards of grade and structure. The Standards of grade and CMF structure may require changes to code certain platoon sergeant positions as MOS immaterial to allow 15P NCOs to fill these positions. Additionally, aviation leaders should be encouraged to place NCOs with 15P backgrounds into selected 1SG positions, such as HHC 1SG vacancies. These additional leadership assignments will help provide increased developmental opportunities to greater numbers of NCO's in support of CMF 15.

c. Overall health of CMF: The overall health of CMF 15 is marginal with significant challenges in developing NCOs with leadership skills needed to progress to MSG level and beyond. The board consensus was that the best of CMF 15 had been selected for promotion.

5. Recommendations.

a. The board noted good news for our NCOs in the field. In nearly every area of consideration, the NCO can impact his/her competitiveness for promotion. In every area, with some exception with regard to assignment choice, the NCO can improve his/her opportunity to be selected for promotion. In particular, the board noted that the most highly competitive NCOs were those with –

(1) Multiple demanding MOS troop-leading assignments

(2) Strong performance in these assignments indicated by supported "excellence" bullet statements indicating exceptional performance and significant accomplishments

(3) Senior Rater comments indicating an NCO ready for immediate assignment as a MSG with potential for SGM/CSM

(4) Continuing education in higher military courses to prepare the NCO for the next rank

(5) Continuing civilian education indicating a continual pursuit of improving one's level of education

(6) Military awards signifying significant NCO manner of performance and breadth of impact in the unit

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(7) Additional awards and schools that show an NCO that stands out from his/her peer group (i.e. Airborne, Air Assault, Ranger, EIB/CIB, Pathfinder, SGT Morales Club, SGT Audie Murphy Club, and others)

(8) Exceptional physical fitness that indicates an NCO of strength and discipline that is capable of leading soldiers to do likewise.

b. As stated earlier, the NCO can impact each of these areas thereby significantly improving his/her chances of promotion.

6. CMF Proponent Packets/Summary. The board considered the overall quality of the CMF 15 promotion files to be mediocre. The board viewed the CMF proponent packets as an excellent tool aiding in the selection process. The CMF career development models assisted in providing a listing of tough jobs at each skill level. The board noted that the majority of NCOs had served in multiple tough jobs. The board viewed the majority of NCOs having multiple career enhancing jobs from the career development model as positive.

//// Original Signed ////