



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
U.S. ARMY HUMAN RESOURCES COMMAND
DA SECRETARIAT FOR SENIOR ENLISTED SELECTION BOARDS
8899 EAST 56TH STREET
INDIANAPOLIS, INDIANA 46249-5301

AHRC-PDV-SEB

18 June 2008

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 Transportation Center, Fort Eustis, VA 23604

SUBJECT: Career Management Field (CMF) 88 Review and Analysis

1. Reference memorandum, HQDA, DAPE-MPE-PD, 3 June 2008, subject: Memorandum of Instruction for the FY08 CSM/SGM Training and Selection Board.
2. In accordance with the reference memorandum, the selection board panel reviewing records for CMF 88 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.
 - a. General: The overall quality of the CMF 88 was excellent. The best qualified NCOs clearly achieved and maintained high patterns of performance in the most challenging assignments in the current and previous grades as designated by the proponent.
 - b. Performance and potential. The panel is confident that the very best NCOs were selected for promotions. The panel focused primarily on NCOERs to determine NCO's overall sustained performance and demonstrated potential for increased responsibilities. The majority of the NCOs competing on the board had a mix of experience include working one level higher and performing well. Exceptional performance of duty in the most challenging assignments at the current and next higher grade was of primary importance to the board.
 - c. Utilization and assignment. The records reviewed revealed that the majority of NCOs are working within their primary MOS with the remaining working in special assignments. The panel concludes when NCOs are placed on special assignments, it allows them the opportunities to progress above their peers. The panel also noted NCOs who sought the toughest diverse and demanding assignments such as Military Transition Teams Logistic NCO Trainer, First Sergeant, Command Sergeant Major and Sergeant Major were more competitive than their peers when their performances were equally measured. Equal considerations were given to those who performed successfully in leadership positions.

AHRC-PDV-SEB

SUBJECT: Career Management Field (CMF) 88 Review and Analysis

d. Training and education. NCOs who continued to pursue both military and civilian educational opportunities were favorably considered in the evaluation process. A large number of NCOs either had pursued an Associate's Degree or continue to pursue a Bachelor Degree or higher. Performance in NCOES was given favorable consideration during the board process. NCOs that exceeded the standards were viewed favorably by the board. A positive correlation existed between NCOs that excel in NCOES and those demonstrating superior performance.

e. Physical Fitness. Most NCOs appeared to meet height and weight standards of AR 600-9 and achieved the Army goal or earned the physical fitness badge. Earning the physical fitness badge and consistently scoring over 270 was a plus. Most NCOERs indicated Soldiers were physically fit and in many cases exceeded standards, height was not consistent on all reports.

f. Photographs: The majority of official photographs were taken within the last five years; however, there were many with rank insignia not commensurate with the individual's rank. In many instances, it appeared the NCOs had the opportunity to get an updated photo; files that did not meet the Army standard were not viewed favorably.

g. Overall career management. The board agreed the overall CMF is effectively managed to prepare the best qualified NCOs for promotion. Since inception of the War on Terrorism, the panel observed increased opportunities for NCOs to serve in increase responsibility and positions.

4. CMF structure and career progression assessment.

a. MOS compatibility within the CMF. All 88Zs are appropriately associated with duty positions and are properly structured to continue career progression and meet the needs of the Army. It is important that NCOs take an aggressive approach and seek out those challenging positions with increase responsibility.

b. Suitability of standards of grade and structure. No comments by the board.

c. Assignment and promotion opportunity. There are sufficient opportunities to serve in the most demanding positions within the CMF as well as outside the CMF in order to be competitive for promotion to CSM or SGM.

d. Overall health of CMF. The board viewed the overall strength of the CMF as healthy, strong, and competitive.

AHRC-PDV-SEB

SUBJECT: Career Management Field (CMF) 88 Review and Analysis

e. Other as appropriate. The panel looked favorably upon Soldiers with current photo. Missing and outdated photos were potentially viewed as a discriminator. Any "No" in Army values was viewed by the panel as a significant discriminator. Disciplinary actions should be reflected in the values and leadership potential ratings for that period. Often times they were not. NCOs who for one reason or another who notice deficiencies in their record should attempt to make correction and/or use the ERB comments feature to alert the board member they are attempting to correct.

5. Recommendations.

a. Competence. The board recommends NCOs seek tough and diverse assignments. NCOs should be encouraged to take full advantage of the numerous educational opportunities presently available to them.

b. CMF structure and career progression. The board found that career developing opportunities and progression assignments were fair and equitable.

c. Rater and Senior Rater comments. Many rating officials rendered unsubstantial excellence ratings by failing to quantify NCO performance and potential. Senior raters should be specific regarding the promotion potential.

6. CMF Proponent packets. Packets were very detailed, easy to read and follow by all board members. The attached memorandum provided by the Regimental Command Sergeant Major was very informative in providing an understandable picture of the overall management of the 88 CMF.


JEFFREY T. KAPPENMAN
Colonel, AV
Panel Chief