DEPARTMENT OF THE ARMY
U.S. ARMY HUMAN RESOURCES COMMAND
DA SECRETARIAT FOR SENIOR ENLISTED SELECTION BOARDS
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REPLY TO
ATTENTION OF

AHRC- PDV-SEB

25 August 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, 210 Dillion Circle, Fort Eustis, VA 23604-5000

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

1. Reference memorandum, HQDA, DAPE-MPE-PD, 5 August 2008, subject: Memorandum of Instruction for the FY09 MSG Promotion Board.

2. In accordance with the referenced 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 (strengths and weaknesses).

a. Performance and potential – A large number if CMF 88 personnel have served in challenging and demanding positions IAW DA PAM 611-21. The Soldier's Noncommissioned Officer Evaluation Report (NCOER) played an essential role during the selection board's process. Quantifiable bullet comments must be norm; the board members depend on the rating chain to ensure the bullets are articulated in manner that justifies the markings the Soldier received. Not all Excellence bullets met the criteria for an excellence rating. Outstanding performance in MSG, MITT and Detachment Sergeant positions were viewed as key potential indictors and highly considered in the evaluation process. The board members took into consideration if the Soldier's deployed in support of OIF or OEF, however, did not penalize the Soldier if he or she had not.

b. Utilization and assignments (particularly in PMOS). As the board members reviewed the Soldier's assignments, they made sure the Soldier had been properly trained in the position. NCOs that were assigned to units with multiple deployments were looked on favorably. There are NCOs in the CMF that are performing duties in TDA units principally AMC/TRADOC areas with unfamiliar job titles. Recommend the rating officials better define the scope of the duties and better quantify excellence bullets. There were numerous Soldiers that sought the challenging jobs and there were those who may not have had the opportunity to have those jobs. For those who had the

c. Training and education. Virtually all the NCOs had attended NCOES. There were numerous NCOs in the Operations MOSs, that had attended NCOES failed HT/WT and/or APFT and were annotated on their DA Form 1059 with "Marginally achieved course standards". Their subsequent NCOERs three months later showed the same HT/WT with "PASS" in PartT IV, c. of the NCOER, casting creditability issues. As for civilian education nearly all NCOs had some college education. The center of mass was around the 60 semester hour mark. There were several NCOs with Bachelor's degrees/120 semester hours of college, additionally; there are NCOs with MA/MS degrees and a couple of PhDs.

d. Physical Fitness. There were instances of NCOs having a "3" in the PULHES block of the ERB. However, there was no mention in PART IV of the NCOER with the bullet "Profile does not hinder duty performance". NCOs that received the APFT Badge, or were noted for APFT score above 270 were looked on positively.

e. Overall career management. Most NCOS in CMF had a balance of MTOE/TDA assignments.

4. CMF structure and career progression assessment.

a. MOS compatibility within CMF. Compatibility in CMF 88 appears to be sufficient. A high percentage of NCOs took on positions that increased both their technical and tactical skills as well as demonstrated their leadership abilities. Board members concluded that NCOs with a balance of leadership and staff experience were better prepared to excel at the next higher level.

b. Suitability of standards of grade and structure. The current structure of the CMF 88 provides all NCOs the opportunity to compete for promotion to the next higher grade.

c. Assignment and promotion opportunity. Past and current assignments blocks on the ERB do not match the duty position title and duty MOS in Part III of the NCOER. With NCOs deployed, this could be partly due to task organization of the unit for a deployment. Recommend NCOs take time to update the ERB to reflect the actual duty title of the billet they are in as NCOs who are performing positions at a MSG (50 level) position deserve mention.

d. Overall health of CMF. Based on the reviewed records there are no indications of issues in CMF 88.

e. Other, as appropriate. (1) Missing Photos. There were numerous examples of NCOs who had missing photos in the files. The vast majority of these NCOs were in locations and assignments where they did not deploy. In the case of NCOs that were frequently deployed, there were very few with photos not updated. (2) Old Photos – Recommend the regulatory requirement for photos every five years be changed to a three year policy. There were numerous NCOs with photos as SSGs. Soldiers who entered the "Below the zone" had less than three years time in grade. The DA photos

were typically three to four years old, thus, the NCOs met the regulation requirement. NCOs that took the time to update his/her photo with the correct rank/awards was noted positively by the board members.

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

a. Competence. There is extreme amount of inflation regarding the NCOER and excellence blocks. Nearly every NCO had at least one excellence block on each NCOER with unjustified excellence. Raters are awarding an excellence rating with subjective vs quantifiable bullets comments. This is an alarming trend and makes it difficult for board members to separate the high performers from the mediocre NCOs. Also there is an additional disconnect in Part V with Senior Rater comments of "Promote Now" with 2/2 in Part V. There is also an inclination of filling Part V with bland/vague bullets and not mentioning promotion or school potential.

b. CMF structure and career progression. Many NCOs continue to seek positions of greater responsibilities in tough high-risk assignments. Afford those NCOs the opportunity to take on high risk duties minimizing back to back TDA positions.

c. Other, as appropriate. Highly recommend that NCOs use "Validate with Comments" feature. NCOs who used this feature to point out file inconsistencies made a difference. Examples were; an NCO who deployed, pointed out a recent earned award that was not on their photo. Another example was an NCO who submitted a "Complete the Record" NCOER while deployed. A final example is an NCO could cite where they tried to correct an ERB with the proper duty title but could not.

6. CMF Proponent Packets.

a. Overall quality. Continue to update packet based on current transformation.

b. Recommended improvements. No improvements at this time.

Willie E. Gaddis
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Panel Chief