



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

26 February 2009

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 Quartermaster Center, (ATZM), Fort Lee, VA 23801

SUBJECT: Career Management Field (CMF) 92 Review and Analysis

1. Reference memorandum, HQDA, DAPE-MPE-PD, 22 January 2009, subject: Memorandum of Instruction for the FY09 Sergeant First Class Promotion Board.
2. In accordance with the referenced memorandum, the selection board panel reviewing records for CMF 92 submits this Review and Analysis to assist you in executing your duties as proponent for MOSs within the CMF.
3. Competence assessment of Promotion Zone.
  - a. Performance and potential.

(1) The CMF 92 Panel Members are confident that only the best qualified NCOs were selected to SFC. The NCOER continues to be the primary document in assessing performance and potential. Any negative ratings in Army values and performance impacted a Soldier's standing. Those with consistently high performance at and above the 30 skill level stood above their peers. Challenging and diverse duty assignments were heavily weighted in the selection process.

(2) Raters/Senior Raters sent mixed messages to the board by not properly justifying their bullet comments and presenting bullet comments which did not match the blocks marked for performance and potential.

b. Utilization and assignments (particularly in PMOS). The panel noted that many Soldiers are serving in demanding positions outside of their primary MOS. However, it was not favorable to see these Soldiers outside of their MOS for lengthy periods of time. Soldiers selected for Special Duty assignments (i.e. Recruiter, Drill Sergeant, Transition Teams, etc.) enhanced their selection opportunity.

c. Training and education. Those Soldiers exceeding course standards in military education and attaining 60 or more credit hours had a competitive advantage over their

peers. However, marginal performance or failure in military education was not look at favorably. Additional merit was also given to those career enhancing military courses such as Battle Staff NCO, Advanced Culinary Skills, Support Operations, etc.

d. Physical Fitness. The population was physically fit. Soldiers scoring 300 or above had an advantage. Soldiers with recent APFT failures and height/weight non-compliance were not competitive. The board observed many occasions where the height and weight increased from NCOER to NCOER. Raters and NCOs should understand that OMPFs contain all NCOERs in sequence where the variance in height and weight are easily comparable.

e. Appearance: Soldiers presented a professional military appearance. Soldiers benefited from a current photo depicting an exceptional military appearance. Although the majority of the population had deployed over the years, most had visible dwell time at home station. However, many Soldiers with multiple years in grade did not have photos. The panel also noted multiple variances in photo standards depicting non-regulatory colored backgrounds and body positions; this indicates some of our facilities are not properly executing the DA Photograph for our Soldiers.

#### 4. CMF structure and career progression assessment.

a. Suitability of standards of grade and structure. Accurate and explicit duty description/duty title remains critical for correct placement of our NCOs. The board observed many cases where Platoon Sergeant positions (skill level 40) were coded as skill level 30 on the NCOER and ERB.

b. Assignment and promotion opportunity. Soldiers were afforded the opportunity to serve in positions of higher responsibility and special assignments. Soldiers that performed well in these positions were better positioned for selection.

c. Overall health of CMF. The health of the CMF is excellent and depicted a professional force that is performing demanding duties while maintaining high standards.

#### 5. Recommendations.

a. NCOERs. Reviewers should ensure that comments provided by the Rater and Senior Rater are compatible and that both present the same picture of performance and potential. They should exercise their requirement of submitting an attachment letter if issues are unresolved.

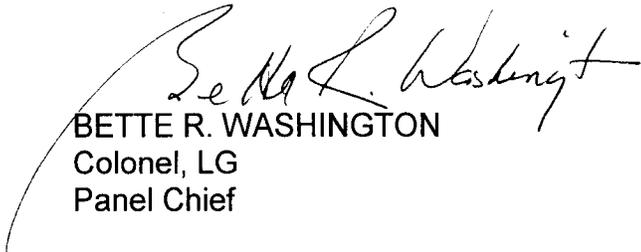
b. CMF structure and career progression. Some positions such as Enlisted Aides and Flight Stewards are career enhancing but caution should be given to the length of these tours to ensure Soldiers continue to diversify and expose themselves to leadership in other environments.

c. Proponent. Recommend SMEs for every MOS be identified to answer RFIs from the board.

6. CMF Proponent Packets.

a. Overall quality. The packet presented an awareness of career paths and goals within the CMF. Recommend tailoring the packet towards the specific board, i.e. SFC Board. The packet was redundant across each MOS, i.e. ASIs, SQIs and Education Profile.

b. Recommended improvements. Eliminate the redundancy throughout the packet by moving that data to the front as overarching CMF guidance. Most Soldiers had some level of civilian education across most of MOSs in the CMF. Therefore, recommend the second bullet on the civilian education profile slide be removed because it is evident Soldiers see civilian education as an important part for their career progression.



BETTE R. WASHINGTON  
Colonel, LG  
Panel Chief