



**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-EB

21 June 2007

MEMORANDUM THRU Headquarters, United States Army Training and Doctrine Command: ATTG-P, 5 Fenwick Road, Building 11, Fort Monroe, VA 23651-1049

FOR Commander, U.S. Army Quartermaster Center, Fort Lee, VA 23801

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

1. Reference: Memorandum, HQDA, DAPE-MPE-PD, 5 June 2007, subject: Memorandum of Instruction for the CY07 CSM/SGM/SMC Selection 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 this CMF.
3. Competence Assessment of Promotion Zone.
  - a. General: The overall quality of the 92 records 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. In addition to duty performance in high-risk positions, other important discriminators used to determine promotion selection included leadership, potential, military and civilian educational levels, awards and honors, physical fitness and military bearing.
  - b. Performance and potential. Today's, NCO Corps is extremely strong, versatile and competitive. The majority of the NCOs competing on the board had a mix of experience having been deployed at least once during the last five years. Deployment and leadership opportunities such as First sergeant (18 month or more) to include working one level higher and performing well, weighed heavily, and were favorably considered by the board. Exceptional performance of duty in the most challenging assignments at the current and next higher grade was of primary importance to panel members.
  - c. NCOER Management.

AHRC-EB

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

(1.) NCOs whose evaluations were well written with clearly justified excellence ratings and clearly articulated statements regarding future potential were favorably considered for promotion. Many rating officials rendered an unsubstantiated "excellence" ratings by failing to quantify NCO performance and potential in the corresponding bullet comments.

(2.) In most cases, raters and senior raters provided a clear picture of overall performance and potential. However, the panel did note a tendency among rating officials to inflate the NCOER as well as provide conflicting statements which did not support the current rating. There were many occasions when the evaluation had four or more unjustified excellent ratings and a marking of "Among the Best" and "1" blocks in both performance and potential. However, the generalized bullet comments left the panel members in doubt as to the rater's and senior rater's intent.

(3.) There were also cases where the evaluation had four or more justified excellent ratings and a marking of "Among the Best" and "2" blocks in both performance and potential which once again sent a conflicting message to the panel.

(4.) The use of terminology "groom this NCO for CSM", indicates that the NCO is not yet ready for promotion. Do not use the term "groom" if intent is to promote now.

(5.) Recommendation for "promote to SGM" appears to be an indicator from the senior rater that the NCO lacks the leadership attributes expected of a CSM.

(6.) Use of specific ranking versus percentages to quantify an NCO (i.e. just say #1 of 12 instead of 10% of the 12 MSGs in this unit) is more favorably considered.

(7.) HT/WT. Even though NCOs passed the tape, many exceeded the weight table by as much as 30-65 pounds. Some photos validated this change and was viewed negatively.

(8.) OMPF/ERB Update. NCOs must review their records for completeness and accuracy, as file discrepancies reflect un-favorably on NCOs. An example would be "inbound" for several assignments; "Excess" but Soldier's NCOER reflects position in a key billet. When NCOs see entry errors, submit comments during ERB verification. With the availability of OMPF Online, Commanders and Sergeants Majors must continue to place an emphasis on reviewing and updating the OMPF.

AHRC-EB

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

(9) Photos. Too many photos were observed with NCOs wearing SFC rank. Several were older than five years, but the majority were within five years of the board convene date. It is imperative that NCOs update their official photo whenever there are any changes to the uniform (i.e., rank, service stripes, and awards) even if the current photo is less than five years old. Additionally, many NCOs had uniform violations such as hairstyles, glasses, fingernails, misplaced/proper alignment of badges and insignia on collar. Some Class A jackets were too long or tight, and jacket sleeves were not the proper length. Many need instruction on the proper position of attention. OIF and OEF should not be used as an excuse for why a photo is more than 5 years old.

d. Utilization and Assignments. Service in a variety of the most challenging assignments was instrumental in determining the best-qualified NCOs.

(1.) Soldiers that sought and performed well in challenging positions (i.e. First Sergeant or Detachment Sergeant, Platoon SGT, Detachment NCOIC, Senior Enlisted Advisor, Logistics Staff NCOIC) received special consideration.

(2.) There were several NCOs who had also served successfully in SGM positions as MSGs. Panel members viewed this as a significant indicator of NCO potential for advancement.

(3.) Additionally, Senior NCOs were also considered more favorable when they showed a pattern of pursuing training opportunities (i.e. Support Ops, Battle Staff, 1SG Course).

e. Training and Education. NCOs demonstrated strong commitment to the pursuit of civilian education. Many of the NCOs had 2 or more years of college with a few who were pursuing graduate and post-graduate degrees. Performance in military courses was also deemed important to the selection process.

(1.) NCOs who exceeded course standard as annotated on DA Form 1059s (Service School Academic Evaluation Report), were considered favorably in this area (i.e. Honor Graduate, Commandants List).

(2.) Those who met standards, but had specific comments related to achievements in the area of "Leadership," also stood out.

(3.) In addition to civilian education, the most competitive NCOs displayed a trend of excellence in NCOES and functional courses.

AHRC-EB

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

f. Physical Fitness. The overall physical fitness of NCOs was good.

(1.) There were trends of incremental height increases which sent a negative message to the panel. Those that demonstrated a trend of physical fitness excellence, as annotated on NCOERs, received exceptional consideration in this area.

(2.) Failure to state that the NCO scored 90 points in each event and/or earned the Army Physical Fitness Badge left the panel uncertain of the rater's intent.

#### 4. CMF Structure and Career Progression Statement.

a. MOS Compatibility within CMF. All NCOs in the CMF have the ability to gain a broad base of experience within the branch and are not managed exclusively in any area. It is imperative that NCOs take an aggressive approach in their quest for advancement and seek out those challenging positions published by Quartermaster Career Management Field Guidance.

b. Suitability of standards of grade and structure. The standards of grade and force structure are appropriate and compatible with other CMFs. They are understood by others outside the CMF; however, it is imperative that specific duty positions are clearly defined in terms that are common throughout the Army in regards to leadership positions.

c. Assignment and promotion opportunity. There are adequate opportunities to serve in the most challenging 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. Panel members assessed the health of the CMF as excellent. The panel review of CMF 92 records indicated a career field of highly motivated NCOs who clearly demonstrated their potential to serve at the SGM level.

(1.) It is imperative that leadership allow NCOs opportunities to seek out challenging assignments. CMF 92 NCO assignments were well managed, ensuring diversity and ample opportunity for upward mobility within the CMF. Most 92 NCO assignments were managed well, with ample opportunity to perform in the most challenging and diverse positions.

AHRC-EB

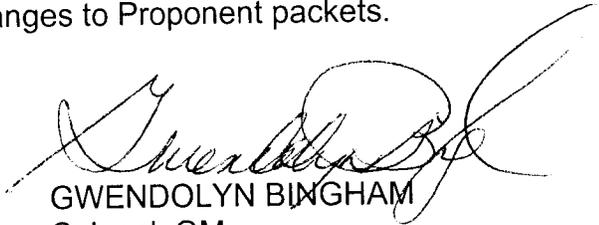
SUBJECT: Career Management Field (CMF) 92 Review and Analysis

(2.) Several NCOs did not have a balance of MTOE vs. TDA assignments in the most challenging and diverse assignments. Those who were considered most favorably for promotion and selection continue to seek the tough jobs in MTOE positions.

5. CMF Proponent Packet.

a. Overall quality. The Proponent Packet contained useful information that prepared panel members to review and established important criteria to establish a baseline to evaluate key billets, schooling, and accomplishments specific to that particular MOS.

b. Recommended improvements. The Quartermaster Corps Proponent Information Packet showed a clear and definite picture of challenging duty positions for the panel members. This enabled panel members to select the best qualified NCOs for promotion. As the Global War on Terrorism and Army Transformation continues, some duty titles are becoming more ambiguous and difficult to interpret. Clarity will eliminate uncertainty and accurately reflect the magnitude and impact of the duties performed. Recommend that the Quartermaster Corps Proponent continue to keep pace with evolving structures and post associated duty position changes to Proponent packets.



GWENDOLYN BINGHAM  
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Panel Chief