



DEPARTMENT OF THE ARMY
U.S. ARMY ENLISTED RECORDS AND EVALUATION CENTER
8899 EAST 56TH STREET
INDIANAPOLIS, INDIANA 46249-5301



REPLY TO
ATTENTION OF

PCRE-B (600-8-19)

27 February 2002

MEMORANDUM FOR Commander, US Army Intelligence Center (ATZS-MI)
Fort Huachuca, AZ 85613-6000

SUBJECT: Career Management Field (CMF) 33 Review and Analysis

1. Reference: Memorandum, HQDA, DAPE-MPE-PD, 5 February 2002, SUBJECT: Memorandum of Instruction for the CY02 Master Sergeant Selection Board.
2. In accordance with the referenced memorandum, the selection board panel reviewing records for CMF 33 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. Primary zone.

(1) Performance and potential. Records reflected competent leaders, outstanding trainers, and technically and tactically savvy SFCs. Many files showed soldiers performing demanding jobs at every level from company to DA. Demonstrated performance in troop-leading and high-risk positions continues to be important in the selection process. However, troop-leading opportunities with direct responsibility for more than 10 soldiers appeared to be few. The records reflect, most 40 and 50 level positions are technical positions that involve training, maintenance, and system development/sustainment. The predominance of 33W records showed SFCs excelling in leadership based on the level of responsibility, not in leading troops. Raters and senior raters must do a better job of capturing the leadership and people management piece on the NCOER. Too many files had poorly written bullets by civilian raters or senior raters. 1SGs, SGM/CSMs must review all NCOERS, including those with civilians as raters and senior raters. Overall too many excellence bullets by raters were not quantifiable. As a result, board members viewed these as success.

(2) Utilization and assignments. 33Ws were generally utilized within their primary MOS. However, many soldiers spent too much time within TRADOC or INSCOM units. Soldiers seemed to get too comfortable with instructor or other staff related positions. Soldiers must get out to the field in FORSCOM units to get a better mix of skills and leadership opportunities. Leadership opportunities are out there. Many files reflected soldiers serving as Drill Sergeants and Small Group Leaders, and Detachment NCOs as well as other unique and challenging positions within the MOS.

PCRE-B

SUBJECT: Career Management Field (CMF) 33 Review and Analysis

(3) Training and education. All of the records reflected successful completion of ANCOG however DA Form 1059s were missing from too many records. Patterns of excellence in several courses were also viewed favorably. Most records reflected at least two years of college and many had BA degrees and higher. Most records also had additional MOS related technical courses. This was a plus. In most cases the types of courses listed directly related to the unit's need.

(4) Physical Fitness. Most files reflected success in this area. Consistent PT excellence received favorable consideration. Profiles were few and did not hinder potential for selection. Height/weight data indicated that soldiers were generally within screening table weight. Some exceeded the screening table weight but met the body fat standards. Most 33Ws had current photos, but a few were up to 10 years old. This could appear as apathy.

(5) Overall career management. The good news is that most records reflect that soldiers have a mix of tactical, EAC and training assignments. However, the records also show that jobs tend to be heavy at a particular echelon. Career managers need to even out the mix. ISGs and SGM/CSMs must work better with DA to keep soldiers from stagnating in non-challenging positions. All said, it is ultimately the soldier's responsibility to ensure he or she remains competitive.

b. Secondary zone. Same as Primary Zone.

4. CMF structure and career progression assessment.

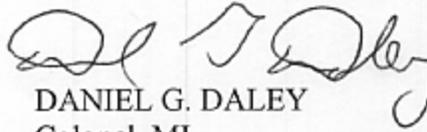
a. Assignment and Promotion Opportunity. Successful leadership time as a platoon sergeant or any equivalent position was a strong selection factor. The opportunity to successfully serve in a master sergeant position was viewed favorably. Excelling in a leadership position was viewed foremost.

d. Overall health of CMF. The overall health is excellent from the state of the records reviewed. Leaders and managers must continue to counsel soldiers on the things they must do to be competitive. During counseling, raters must identify in advance what constitutes excellence in a given area. Soldiers must be counseled to look for leadership positions and be given the opportunity to do them.

PCRE-B

SUBJECT: Career Management Field (CMF) 33 Review and Analysis

6. CMF Proponent Packets. Packets should be more specific in listing 33W leadership positions or their equivalent.

A handwritten signature in black ink, appearing to read "D. Daley". The signature is fluid and cursive, with a large initial "D" and a long, sweeping tail.

DANIEL G. DALEY
Colonel, MI
Panel Chief



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MEMORANDUM FOR Commander, US Army Intelligence Center (ATZS-MI)
Fort Huachuca, AZ 85613-6000

SUBJECT: Career Management Field (CMF) 96 Review and Analysis

1. Reference: Memorandum, HQDA, DAPE-MPE-PD, 5 February 2002, SUBJECT: Memorandum of Instruction for the CY02 Master Sergeant Selection Board.
2. In accordance with the referenced memorandum, the selection board panel reviewing records for CMF 96 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. Primary zone.

(1) Performance and Potential: It was noted that NCOs who served in echelon division and below had more opportunities to serve in leadership positions. NCOs in Special Mission Units also received high marks from their raters and senior raters. NCOs who worked hard to find and excel in demanding positions such as Platoon Sergeant, or equivalent and higher, were rewarded by raters in the area of performance. Raters routinely gave those NCOs higher ratings based on the performance of their platoons exceeding Army or unit standards. This was seen in areas such as PT scores, language scores, percentage of improvement in the mission and recognition from Battalion or higher levels. Raters gave high marks to those leading their platoons (teams) through rotations at NTC/JRTC/CMTC and deployments. Senior Raters emphasized those that were the best as being the best qualified to be 1SG. They also stated that those with greater potential would progress on to CSM/SGM due to their leadership abilities. A general trend was seen in evaluations of NCOs who had been in TDA or EAC jobs for too long of over inflated NCOERs. The bullet comments did not justify the excellence block that was checked.

(2) Utilization and Assignments.

(a) Very few worked outside their MOS. However, it seems some MOS's have little choice in assignments going from one strategic assignment to another strategic assignment. Those that found and aggressively pursued those leadership assignments outside their MOS but still in the same CMF, and were successful/excelled, were noticeably above their peers.

PCRE-B

SUBJECT: Career Management Field (CMF) 96 Review and Analysis

(b) Recruiters and Equal Opportunity Advisors. The raters did not consistently express outstanding bullets without some leadership duties having been addressed.

(c) Some Drill Sergeants and Instructors were found to have spent too much time in successive TDA/TRADOC/CONUS assignments.

(3) Training and Education:

(a) Soldiers with Exceeded Course Standards in NCOES or other higher level military education, as noted on the DA Form 1059, were most often the top performers. A large number of DA Form 1059 for ANCOC were missing from the fiche of 96 CMF NCOs. In some cases, raters were putting bullets on NCOERs reflecting excellence in school, but the 1059's were absent. Occasionally the 1059 did not support the excellence bullet. If the 1059's were on the fiche, then it would not require the Rater to note the score and waste a bullet comment. A few had completed the First Sergeant's and Battle Staff courses. Most had completed NCOES along with their peers.

(b) Civilian education was largely taken advantage of by most. The top performers had at least 2-3 years of college. Those that did not take advantage of their civilian education opportunities were in the minority. Some NCOs had not made an effort to update their OMPF, PQR and photo, but they were in the minority.

(4) Physical Fitness: Top performers consistently scored high on APFTs. Their platoons/elements were also noted as having raised their averages. Additional PT comments noted were events such as Iron Person awards, Ruck marches and Marathon completions.

(5) Overall Career Management: Most of the branches seem to be doing a good job with assignments and their diversity. The only exception appeared to be the 96H who seemed to have stagnated at Ft Huachuca. There were instances of SFC rated and senior rated by other SFCs in the same MOS. NCO's that are aggressive and find the leadership jobs seem to have fared better. Senior raters and Raters need to do a better job of writing NCOERs. They need to write honest bullets and not over inflated ones. They also need to counsel NCOs in advance on what constitutes excellence, and they need to do a better job of listing an NCOs next and future assignment.

b. Secondary Zone: NCOs in the Secondary Zone did a much better job of preparing their records for the Board. Most of the same comments from the primary zone apply to the secondary zone. Most of the NCOs in this zone performed well in the categories of leadership, training, education and fitness.

PCRE-B

SUBJECT: Career Management Field (CMF) 96 Review and Analysis

4. CMF structure and career progression assessment.

a. MOS compatibility within CMF: There does not appear to be a problem here.

b. Suitability of standards of grade and structure: The standards of grade and structure seem sound.

c. Assignment and promotion opportunity: Senior leaders in the field need to counsel and mentor NCOs on their career progression. NCOs should avoid the appearance of staying in the same job at the same unit for too long. As long as an NCO seeks the tough and demanding jobs at any level and excels they will be competitive for promotion and future assignments.

d. Overall Health of CMF: The CMF remains healthy even though the number of allocations at senior grades in some MOS remains small. We are promoting our best and brightest to lead our Army into the next century.

e. Other as appropriate: N/A

5. Recommendations:

a. Competence: The majority of our NCOs are competent and possess a high degree of technical skills. NCOs in the CMF need to actively pursue improving their skills by continuing their Military education thru various courses.

b. CMF Structure and Career Progression. Recommend that the Office of the Chief of Military Intelligence (OCMI) and the DA Branch managers visit the units throughout the Army and provide briefings on MOS progression, reorganization and the future of Military Intelligence.

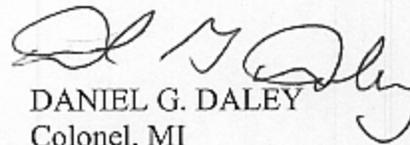
6. CMF Proponent Packets.

a. Overall quality. The packets provided little real help for the Board Members. They repeated the same information for all MOSs. It was difficult to extract useful MOS specific data for use during the board.

PCRE-B

SUBJECT: Career Management Field (CMF) 96 Review and Analysis

b. Recommended Improvements. Concur with the 98 CMF. Recommend that OCMI review the Military Police packet as an example, and also have the field review and provide feedback on the packets.



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MEMORANDUM FOR Commander, US Army Intelligence Center (ATZS-MI)
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SUBJECT: Career Management Field (CMF) 98 Review and Analysis

1. Reference: Memorandum, HQDA, DAPE-MPE-PD, 5 February 2002, SUBJECT: Memorandum of Instruction for the CY02 Master Sergeant Selection Board.
2. In accordance with the referenced memorandum, the selection board panel reviewing records for CMF 98 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. Primary Zone:

(1) Performance and Potential: 98C/G: NCOs who worked hard to seek and then maintain leadership positions at the platoon level and in many instances at the technical SFC supervisory level were most competitive. Raters routinely rated those individuals higher that placed their platoon/element above the norm in performance in both tactical and technical areas. This was noted in areas such as PT scores, language scores, and percentage of improvement in the mission and recognition from National as well as from Battalion or higher levels. Senior Raters emphasized those most qualified for 1SG by stating so. They also identified those with greater potential that would progress on to Sergeants Major due to their leadership abilities.

(a) 98G (only): It was noted that raters used the above 2/2 Language level for excellence bullets but when looking at the ERB or DA Form 2-1 DLPT were not annotated or were very outdated. Raters should not use this data alone as the only reason for competence in this MOS, especially for SFC being considered for 98Z MSG. Hardly any uses of the entire platoon/element's language abilities were noted but should have been mentioned in the evaluation.

(b) 98H: Raters gave high remarks to those NCOs leading their platoons (teams) through rotations at NTC/JRTC. This MOS is also the MOS used for the MEPS Security Interviewers in CONUS. 98H in this position did not fair as well when rater and senior rater were not able to consistently quantify excellence bullets for the particular job.

PCRE-B

SUBJECT: Career Management Field (CMF) 98 Review and Analysis

(c) 98J/K: Raters and senior raters were able to capture their strong performers in the leadership positions as platoon sergeants, technical leadership positions and some, but very few, in first sergeant positions. They were able to state these leaders were the best in the company or best at their particular job in the Battalion, station or higher.

(d) For the most part those SFC, in each MOS, that were selected were those that excelled in leadership positions. Those NCOs that excelled as Platoon Sergeants and equivalent duties were selected for promotion.

(2) Utilization and Assignments.

(a) Very few worked outside their MOS. However, it seems some MOSs have little choice in assignments going from one strategic assignment to another strategic assignment. NCOs that found and aggressively pursued leadership assignments outside their MOS but still in the same CMF, and were successful/excelled, were noticeably above their peers.

(b) Raters of Security Interviewers, Recruiters, and Equal Opportunity Advisors did not consistently express outstanding bullets without some leadership duties having been addressed. However, Language Advocates were noted as having a leadership role in the Recruiting arenas by virtue of the quantified excellence bullets on their NCOERs.

(c) Some Drill Sergeants and Instructors were often found to have spent too much time in successive TDA/school/CONUS assignments.

(3) Training and Education:

(a) Soldiers with Exceeded Course Standards as noted on the DA Form 1059 were most noted as the top performers. A large number of DA Form 1059 for ANCOC were missing from the fiche for SFC in CMF 98. In some cases raters were putting bullets on NCOERs reflecting excellence in school, but the 1059's were absent. Occasionally the 1059 did not support the excellence bullet. If the 1059's were on the fiche, then it would not be necessary for the rater to note the score and waste a bullet comment on an NCOER. A few NCOs had successfully completed the First Sergeant's and Battle Staff courses. Most had completed NCOES along with their peers.

(b) Civilian education was largely taken advantage of by most. Many of the top performers had at least three years. Those in MTOE and TDA were taking advantage of this and it did not seem to be in the too hard to do category. Those that did not take advantage of their civilian education were also the minority and the same ones that had not updated their photo. There were a few that had more than four years but were not filling the hard leadership jobs.

PCRE-B

SUBJECT: Career Management Field (CMF) 98 Review and Analysis

(4) Physical Fitness: Top performers were noted as consistently scoring high on APFTs. Their platoons/elements were also noted as having raised their element's averages but their own scores were sometimes not noted. Additional PT performances were noted as great achievements such as Iron Person, Ruck marches, and Marathons completions.

(5) Overall Career Management: The 98G and 98C MOS seem to be doing a good job with assignments and their diversity. All NCOs in the 98CMF that aggressively sought out leadership jobs seem to have faired better. Senior raters and raters need get to know their people better and write the appropriate bullets for their next and future assignments. Counseling by raters needs to identify excellence up front. By not annotating the appropriate assignment such as Platoon sergeant or First sergeant, when they know the soldier needs that for promotion, the senior rater/rater have sent a mixed message on the NCO's potential.

b. Secondary Zone: NCOs in the Secondary zone did a better job of preparing their records for this board. Most of the comments from the primary zone also apply to NCOs in the secondary zone. The majority of the NCOs in this zone performed well in the categories of leadership, training, education and fitness.

4. CMF structure and career progression assessment.

a. MOS compatibility within CMF: No apparent problems here.

b. Suitability of standards of grade and structure: The grade and structure seem sound.

c. Assignment and promotion opportunity: CSM's and 1SG's need to focus on mentoring careers of strong leaders and ensure they get the jobs they need to progress. They need to keep the soldier and themselves in contact with the Branch Managers.

c. Overall Health of CMF: The CMF remains healthy. We are promoting our best and brightest to lead our Army for the next century.

d. Other as appropriate: N/A

5. Recommendations:

a. Competence: Most soldiers with quantified excellence were top performers. Those who aggressively and actively pursued leadership positions and were successful were consistently noted as top performers.

PCRE-B

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b. CMF structure and career progression: Those MOSs that are consistently working in the strategic assignments must have a map of their career that shows them what jobs clearly exist in that type of environment. Suggest the Office of the Chief of Military Intelligence (OCMI) review these MOSs and apply a standard list of jobs that relate to Platoon Sergeant or other leadership opportunities.

6. CMF Proponent Packets:

a. Overall quality. Disjointed and unclear.

b. Recommended improvements: Suggest the OCMI take a look at the Military Police CMF Proponent Packet and use as an example of a clear document before the next board. Recommend OCMI solicit feedback from the field before the packet is sent to the next board.



DANIEL G. DALEY

Colonel, MI

Panel Chief