



DEPARTMENT OF THE ARMY
HEADQUARTERS, U.S. ARMY FIELD ARTILLERY CENTER AND FORT SILL
(Address Remove for Security Reasons)

REPLY TO
ATTENTION OF:

ATZR-C (600-8-19)
May 2003

7

MEMORANDUM FOR PANEL, SERGEANT FIRST CLASS SELECTION BOARD, ATTN:
(Address Removed for Security Reasons)

SUBJECT: Sergeant First Class Selection Board (CMF 13) Briefing Packet

1. IAW letter dtd: 17 February 2003, the following information packet is provided to assist panel members for the 2003 Sergeant First Class Selection Board in selecting the "best qualified" for promotion.
2. This briefing packet contains general information regarding the mission of the Field Artillery, force modernization and restructuring, TO&E and TDA assignments, leadership positions, civilian education, high risk job opportunities, and the career pattern for CMF 13 soldiers.
3. The following additional information should also be considered when evaluating the soldier's record:
 - a. **Soldiers have little control over their assignments.** This does not excuse those who choose to remain in comfortable positions for long periods of time.

(1) Those who have remained in the same position (TDA or non-MTOE) for an extended period of time (over 3 years) should be considered less competitive than those who have sought out more challenging opportunities. The only exception is MOS 13D Field Artillery Automated Tactical Data Systems Specialist and MOS 13P MLRS Automated Tactical Data Systems Specialist because they have a shortage of MTOE leadership positions. Staff Sergeant's who have back-to-back TDA or non-MTOE positions (**except for "Project Warrior" or other HQDA-directed readiness programs**) are told that the chances of being selected for promotion to Sergeant First Class decreases over time.

(2) Moving around while at the same duty station into positions of greater responsibility or high risk/troop leading assignments is another indicator of leader potential. Variety of assignments and success within those assignments should be the underlying theme for those selected for promotion.

(3) Some Staff Sergeant's who have been identified by the chain of command to serve in positions of greater responsibility, such as those serving in Sergeant First Class and Master Sergeants positions, or other nominative TDA NCO jobs and have served successfully, warrant increased consideration for selection to Sergeant First Class. **Performance is the Key indicator of leader potential.**

b. **Soldiers who have been reclassified into a different CMF 13 MOS should not be penalized.** The field artillery continues to modernize and restructure to better support the force with fires. Additionally, soldiers should not be penalized for appearing to be slow in receiving promotions. Because of

many variables, several MOSs within CMF 13 have been moving slow throughout the Army draw down period.

ATZR-C (600-8-19)

SUBJECT: Sergeant First Class Selection Board (CMF 13) Briefing Packet

c. **Some NCOs are specially selected for nominative assignments outside of the “traditional field artillery jobs”.** Generally, this is an indicator that the soldier is in the top 20% of their MOS and has been very successful in previous assignments.

(1) **Observer Controllers** have the awesome responsibility of shaping our “fighting forces” through the process of training, evaluating, mentoring, coaching, and assessing the soldiers, NCOs, and officers they come in contact with “while in the box”. Although this is considered a “TDA” type assignment over a three-year period, an O/C will have gained many years of combat maneuver experience. The screening process for NCOs selected to serve in this position is as extensive as the promotion board selection process.

(2) To capture this vast experience factor we have a program called “**Project Warrior**”. This specially controlled program will take an O/C NCO serving at one of our Combat Training Centers at the completion of his 2-year tour and have him reassigned to the US Army Field Artillery School for an additional 2-year tour. They serve as Instructors / Training Developers / Doctrine Developers / Section NCOICs so as to be able to pass on their experiences to the rest of the FA community.

(3) **Field Artillery Proponency Office Career Management NCOs** are handpicked to ensure that a viable career progression pattern is established within their perspective MOSs. They are responsible for and perform duties involving manning the Field Artillery requirements, authorizations and documentations (structure); utilizing the Eight Life Cycle Functions. Their counter-parts **PERSCOM Career Advisor** are the spearhead in the business of career management and Army readiness. They have a tremendous responsibility and the proponent must depend on them to carry out a very tough job with very high ethics and the moral courage to do the “right thing”. NCOs chosen are closely scrutinized for their career patterns and performance. **Only the very best top (5%) in their MOS is selected to perform these jobs.**

(4) **Recruiting duty** is especially tough. NCOs are occasionally penalized with GO Letters of Reprimand/NCO-ERs for not being good “salesmen” but have had stellar records before and after performing their duties as recruiters. **Our CMF requires leaders and not salesmen.** However, this does not excuse those NCOs who have committed unethical or immoral conduct/acts while on recruiting duty.

(5) **Drill Sergeants** positions receive top-notch NCOs from CMF 13 who sacrifice personally and professionally to train and mold our future Artillerymen and women.

(6) **AC-RC duty** This congressionally mandated program is under scrutiny by the Army and has been filled with the best NCOs available for re-assignment to these type positions. Soldiers are selected based on the quality of their files (highest quality NCOs) and the experiences they have had in active component assignments directly relating to skill and training needs of the reserve component units they will

support. Soldiers assigned to Resident Training Detachments (RTD) work directly with the unit leadership, assisting the development and conduct of soldier, leader and battle staff training.

(7) NCOs assigned to the **Department of Defense (DOD) Defense Threat Reduction Agency (DTRA)** fill high profile positions and are often rated by sister service or DOD civilian personnel. These
ATZR-C (600-8-19)
SUBJECT: Sergeant First Class Selection Board (CMF 13) Briefing Packet

NCOs are involved with Weapons of Mass destruction (WMDs) through proper monitoring and inspection procedures under the terms of: The Strategic Arms reduction Treaty (START); Chemical Weapons Convention (CWC); and the Combined Forces Europe treaty (CFE). They are entrusted with the utmost responsibility in representing the US Government in highly sensitive diplomatic negotiations when conducting these types of inspections and escort duties.

(8) The Field Artillery **Master Gunner** is the BN CDR's senior weapons systems advisor. Over the last few years we have formally established Master Gunner positions in the MTOE's. The expectation is, the unit commander will select the most qualified NCO to become the Master Gunner. He must possess the technical and tactical knowledge to advise the BN and BTRY elements on the weapon system, ammunition requirements, and training standards. He must have a proven track record of passing on his expertise, by being a mentor and a teacher.

(9) **Instructor** positions are filled by highly qualified NCO's that are equivalent to drill sergeants and recruiters. For many NCO's, family size and other issues that are unrelated to duty performances make them ineligible to become drill sergeants or recruiters. The board is encouraged to take into consideration sustained superior performance, as an indicator of leadership potential, to the next highest grade.

(10) Again, please apply the "**total soldier**" concept when weighting the value of the assignment in context with the overall record.

d. All NCOs should have completed the required levels of the Noncommissioned Officers Education System (NCOES). **Soldiers who excel while attending NCOES or Functional Courses (i.e. Distinguished/Honor graduate, Top 20%, Leadership Award, and other honors) should be given appropriate consideration.** Attendance of the Battle Staff NCO course, coupled with a successful follow-on assignment, is an indicator of leader potential to serve successfully in greater levels of responsibility.

e. Most soldiers have had the opportunity to attend some college courses. The MOSs (13F, 13R, 82C, and 93F) with the highest OPTEMPO within CMF 13 indicates that they manage to get their fair share of furthering their education. **As always – college is merely an enhancement and not a substitute for tough assignments with strong performance reports.**

f. **Military award standards across the Army vary from unit to unit.** Because of this, some NCOs receive different awards for doing the same job. Additionally, most units have NCO recognition programs (i.e. Audie Murphy Club, SGT Morales Club, and other board-selected NCO programs) in which

the chain of command identify deserving NCO's for their leadership abilities and "going the extra mile" with their soldiers.

g. Often times we put the most senior and not necessarily the best qualified into positions of greater responsibility. Having said that, please consider quality (best qualified) over quantity (time in service/grade) when selecting the "best qualified" for promotion to SFC. How well a NCO performs, as stated by the rater, is very important. This should be put in the proper context along side the potential for the next higher level of responsibility as written by both the senior rater and possibly the reviewer.

ATZR-C (600-8-19)

SUBJECT: Sergeant First Class Selection Board (CMF 13) Briefing Packet

h. MOS's 13C and 13E are merging into MOS 13D, Field Artillery Automated Tactical Data Systems Specialist.

4. As the Command Sergeant Major for the Field Artillery, I would greatly appreciate your feedback regarding the quality of our NCOs records. If you have information that is not appropriate to include in your formal Panel Review and Analysis letter, please feel free to provide any other additional comments directly to me. Your feedback will be very useful as I visit with field artillery soldiers throughout the Army. Additionally, I would be interested in your comments regarding the usefulness of this information packet.

5. POC is the undersigned at:

(Information removed for Security Reasons)

Field Artillery Proponency Office (FAPO), prepared the Briefing Packet and can be contacted at:

FAPO@sill.army.mil

(Information Removed for Security Reasons)
CSM, USA
Command Sergeant Major of the Field Artillery