



DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY INFANTRY SCHOOL
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ATSH-IP

11 December 2019

MEMORANDUM FOR RECORD

SUBJECT: Career Management Field 11 (CMF11) analysis of the FY19 MSG Centralized Promotion Selection Board.

1. Purpose: To provide the Soldiers of the 11B/11C Military Occupational Specialty (MOS) statistics from the Fiscal Year 2019 (FY19) Master Sergeant (MSG) Centralized Promotion Board.

2. The information in the following tables is derived from data in the Enlisted Distribution Assignment System (EDAS), Electronic Military Personnel Office (eMILPO) and the Service Members individual Interactive Personnel Electronic Records Management System (iPERMS). The data was compiled and analyzed in partnership with the Infantry Branch Proponent located at Building 4, Fort Benning, Georgia and EPMD-I, HRC.

3. The statistics in Table 1 were compiled for the 11B/11C MOS with percentages based on the population of Sergeants First Class (SFC) eligible for consideration for promotion to MSG. The FY19 MSG Selection Board identified 222 out of 1,274¹ eligible CMF 11 SFCs for promotion to MSG resulting in a 17.4% selection rate. This is 0.5% higher than the Army's average of 16.9%.

FY19	Primary Zone			Secondary Zone		
	Eligible	Selected	Rate	Eligible	Selected	Rate
CMF 11	835	81	9.7%	439	141	32.1%
MOS 11B	763	71	9.3%	368	130	35.3%
MOS 11C	72	10	13.9%	71	11	15.5%

TABLE 1: Primary versus Secondary by MOS

¹ 1,261 of 1,274 records were reviewed during this analysis

4. Comparison of FY18 Selection Rate: FY19 had a significantly² lower selection rate over FY18. The selection rate decreased from 30% to 17.4% which is a 12.6% difference. Selection percentage is determined by structure and requirements, as structure and future requirements change so will promotion rates. A higher or lower promotion rate from one year to another year does not indicate the quality of Soldiers in a given CMF for a given year.

FY18	Primary Zone			Secondary Zone		
	Eligible	Selected	Rate	Eligible	Selected	Rate
CMF 11	1331	370	27.8%	260	110	42.3%
MOS 11B	1203	324	26.9%	239	103	43%
MOS 11C	128	46	35.9%	21	7	33.3%

TABLE 2: Primary versus Secondary by MOS FY18

5. Selection Rates of Operations Division (OD) CMFs (formerly referred to as Maneuver and Fires Division): The following table is for general information only. Comparison between CMFs is impractical due to maturity of CMF, senior NCO pyramids, and the varying impact of the recent Grade Plate Analysis and pending force structure changes. Statement of Requirements (SOR) data used to determine the number eligible Soldiers to select is solely based on the number of 11Bs or 11Cs in the Army based on TDA and MTO&E documents and considers anticipated retirement and separation rates based on historical data. There is no link between CMFs regarding promotion numbers or percentages.

FORCE SEGMENT	ELIGIBLE	SELECTED	RATE
OPERATION DIVISION	4934	823	16.7%
AIR DEFENSE	219	64	29.2%
ARMOR	456	115	25.2%
ARTILLERY	741	152	20.5%
AVIATION	609	122	20.0%
INFANTRY	1274	222	17.4%
CIVIL AFFAIRS	237	40	16.9%
PSYCHOLOGICAL OPERATIONS	148	22	14.9%
SPECIAL FORCES	1250	86	6.9%

TABLE 3: Operations Division CMFs

² For the purpose of this analysis, the term “significant” indicates that there is a statistical difference in selection rates between the compared populations. Given the varying population density of the individual segments analyzed, raw percentages are at times misleading. The level of significance was set at 0.1 for this analysis. Unless otherwise indicated the base population (mean) for comparison highlighted in **blue** on each table. Data elements highlighted in **red** had statistically lower rates and those in **green** had statistically higher rates.

6. Operating Force versus Generating Force: There was no significant difference in the selection rates of MOS 11B or 11C NCOs between the Operating and Generating Forces for FY19.

FORCE SEGMENT	CONSIDERED	SELECTED	RATE
CMF 11 TOTAL	1274	222	17.4 %
OPERATING FORCE	491	103	21.0 %
GENERATING FORCE	770	117	15.2%

TABLE 4: Operating /Generating Force Comparison

a. Operating Force: Out of the 1,274 SFCs considered, 491 were in the Operating Force. Out of the 491 operational SFCs considered, 103 were selected resulting in a 21% selection rate within the Operating Force.

UNIT TYPE	CONSIDERED	SELECTED	RATE
CMF 11 TOTAL	1274	222	17.4%
75TH RANGER	30	19	63.33%
1ST ID	10	5	50.00%
SFAB	56	13	23.21%
101ST AASLT	61	14	23.00%
82ND ABN	39	8	21.00%
25TH ID	67	12	17.91%
4TH ID	43	7	16.27%
1ST AD	13	2	15.40%
7TH ID	15	2	13.33%
3RD ID	16	2	12.50%
10TH MTN	47	4	8.51%
EAB	67	5	7.5%
1ST CD	17	0	0.00%

TABLE 5: Operating Force by Division

OPERATING FORCE	CONSIDERED	SELECTED	PERCENTAGE
CMF 11 TOTAL	1274	222	17.40%
IBCT (ABN)	73	20	27.40%
SBCT	62	12	19.35%
IBCT	157	26	16.60%
ABCT	63	9	14.30%
TOG	7	0	0.00%

TABLE 6: Operating Force by BCT Type

TYPE	BRIGADE	CONSIDERED	SELECTED	RATE
	CMF 11 TOTAL	1274	222	17.40%
ABCT	2ND BDE, 1ST INF DIV	4	3	75.00%
IBCT(A)	173RD ABN BDE	10	6	60.00%
IBCT(A)	3RD BDE, 82ND ABN DIV	12	5	41.67%
SBCT	2ND CAVALRY REG	9	3	33.33%
SBCT	1ST BDE, 1ST AR DIV	3	1	33.33%
ABCT	2ND BDE, 1ST AR DIV	3	1	33.33%
ABCT	1ST BDE, 1ST INF DIV	3	1	33.33%
SBCT	1ST BDE, 2ND INF DIV	3	1	33.33%
IBCT(A)	4TH BDE, 25TH INF DIV	21	6	28.57%
IBCT	2ND BDE, 101ST ABN DIV	19	5	26.32%
SBCT	3RD CAVALRY REG	12	3	25.00%
IBCT	1ST BDE, 101ST ABN DIV	25	6	24.00%
IBCT(A)	1ST BDE, 82ND ABN DIV	10	2	20.00%
IBCT	2ND BDE, 4TH INF DIV	10	2	20.00%
ABCT	2ND BDE, 3RD INF DIV	5	1	20.00%
IBCT	3RD BDE, 25TH INF DIV	16	3	18.75%
IBCT	1ST BDE, 10TH MTN DIV	17	3	17.64%
IBCT	3RD BDE, 101ST ABN DIV	17	3	17.64%
ABCT	3RD BDE, 4TH INF DIV	13	2	15.38%
SBCT	1ST BDE, 4TH INF DIV	14	2	14.29%
SBCT	2ND BDE, 2ND INF DIV	8	1	12.50%
IBCT	2ND BDE, 25TH INF DIV	16	2	12.50%
IBCT	3RD BDE, 10TH MTN DIV	11	1	9.09%
IBCT(A)	2ND BDE, 82ND ABN DIV	13	1	7.69%
SBCT	1ST BDE, 25TH INF DIV	13	1	7.69%
ABCT	1ST BDE, 3RD INF DIV	7	0	0.00%
IBCT	2ND BDE, 10TH MTN DIV	18	0	0.00%
ABCT	1ST BDE, 1ST CAV DIV	6	0	0.00%
ABCT	3RD BDE, 1ST CAV DIV	6	0	0.00%
ABCT	2ND BDE, 1ST CAV DIV	4	0	0.00%
ABCT	3RD BDE, 1ST AR DIV	6	0	0.00%

TABLE 7: Operating Force by BDE

b. Generating Force/Broadening Positions: Out of the 1274 SFCs considered, 770 were in the Generating Force. Out of the 770 Generating Force SFCs considered, 117 were selected resulting in a 14.7% selection rate within the Generating Force.

UNIT	CONSIDERED	SELECTED	RATE
CMF 11 TOTAL	1274	222	17.40%
ARTB (- 1/507TH)	61	39	63.9%
MATA	8	5	62.5%
ASYMMETRIC WARFARE GROUP	9	3	33.3%
196TH INFANTRY BRIGADE	7	2	28.6%
JMRC/JRTC/NTC	115	24	20.9%
DRILL SERGEANT (OSUT)	10	2	20.0%
USA MIL ACADEMY	6	1	16.7%
OTHER	132	16	12.1%
DRILL SERGEANT (BCT)	18	2	11.1%
198TH INF BDE	18	2	11.1%
CADET COMMAND	147	14	9.5%
VICTORY TRAINING BDE	23	2	8.7%
ARMY MATERIEL COMMAND	13	1	7.7%
NCO ACADEMIES	14	1	7.1%
RECRUITING	33	1	3.0%
FIRST ARMY (ACRC)	67	2	3.0%
ATEC	5	0	0.0%
WHINSEC	4	0	0.0%
HHC MCOE	13	0	0.0%
1/507TH	8	0	0.0%
199TH INF BDE	20	0	0.0%
CAC	9	0	0.0%
316TH CAVALRY REGIMENT	18	0	0.0%
WTU CADRE	12	0	0.0%

TABLE 8: Generating Force

7. Skill Qualification Identifiers (SQI) and Additional Skill Identifiers (ASI):

a. SQI Data: The data in Table 9 illustrates the selection rate of eligible SFCs that had the indicated SQI.

(1.) The Soldiers without an SQI who were selected had one or more ASIs, exceeded the average PSG rated time and civilian education level of their peer selectees. They also had Senior Rater enumeration of top 5 to 10% and most had at least one “Most Qualified” Senior Rater Overall Potential.

SPECIAL QUALIFICATION IDENTIFIER (SQI)	MOS	CONSIDERED	SELECTED	RATE
U 75TH RANGER REG LDR	11B	64	36	56.2%
	11C	4	2	50.0%
V RANGER-PARACHUTIST (NON-SQI U)	11B	198	92	46.5%
	11C	7	4	57.1%
G RANGER	11B	12	2	16.7%
	11C	1	1	100.0%
M FIRST SERGEANT	11B	13	3	23.1%
	11C	0	0	0.0%
X DRILL SERGEANT	11B	447	51	11.4%
	11C	81	12	14.8%
4 NON-CAREER RECRUITER	11B	173	22	12.7%
	11C	18	1	5.6%
8 INSTRUCTOR (NON-RANGER INSTRUCTOR)	11B	670	18	2.6%
	11C	106	15	14.2%
P PARACHUTIST (NON-SQI U OR V)	11B	440	40	9.1%
	11C	73	10	13.7%
3 SFAB	11B	47	14	29.8%
	11C	9	2	22.2%
NO IDENTIFIER	11B	29	5	17.2%
	11C	2	0	0.0%

TABLE 9: Skill Qualification Identifiers (SQI)

b. ASI Data: The data in Table 10 illustrates the selection rate of eligible SFCs that had the indicated ASI.

(1.) While Air Assault, Jump Master and Pathfinder graduates all show a higher selection rate, most of these NCOs had earned multiple ASIs or SQIs and this selection rate is not indicative of the course itself.

(2.) The majority of Soldiers without an ASI who were selected had multiple SQIs, exceeded the average PSG rated time of their peer selectees, and had an average APFT score of 290. They also has Senior Rater enumeration of top 5 to 10% and most had at least one “Most Qualified” Senior Rater Overall Potential.

ADDITIONAL SKILL IDENTIFIER (ASI)	MOS	CONSIDERED	SELECTED	PERCENTAGE
2B AIR ASSAULT	11B	506	98	19.4%
	11C	76	16	21.1%
5W JUMPMASTER	11B	247	88	35.6%
	11C	22	5	22.7%
F7 PATHFINDER	11B	248	71	28.6%
	11C	33	10	30.3%
B4 SNIPER	11B	86	23	26.7%
	11C	0	0	0.0%
B1 IMLC	11B	0	0	0.0%
	11C	124	18	14.5%
2S BATTLE STAFF OPS NCO	11B	255	22	8.6%
	11C	21	2	9.5%
J3 BFV SYS MASTER GUNNER	11B	71	2	2.8%
	11C	0	0	0.0%
No ASI	11B	108	12	11.1%
	11C	3	1	33.3%

TABLE 10: Additional Skill Identifiers (ASI)

8. Ranger / Bradley Fighting Vehicle (BFV) Master Gunner Non-Select Comparison:

a. There has been a significant amount of discussion since the release of the selection list concerning the number of Ranger qualified individual selected versus the number of BFV Master Gunners selected. The proponent conducted an in-depth analysis on the two populations.

(1.) 62% (137/286) of the selected population were Ranger qualified versus 1.3% (2/71) for BFV Master Gunners.

(2.) An analysis of both populations was conducted from the proponent guidance of "Most Qualified" in the following areas: 24 Months rated PSG Time, 270 or higher APFT score, some College, and have earned the EIB. The table below illustrates the results.

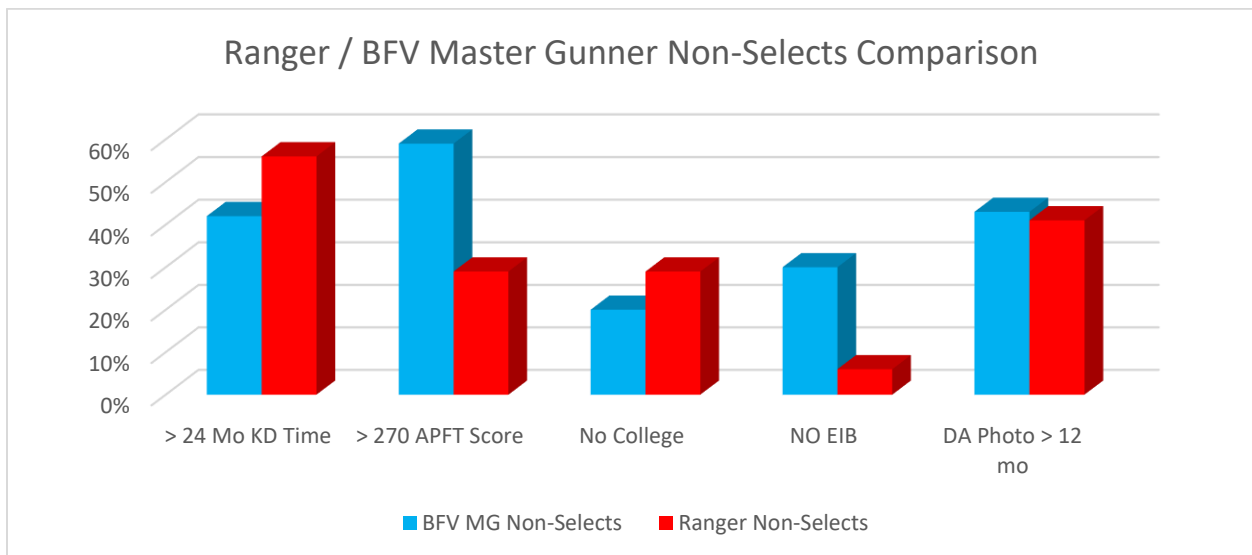


TABLE 11: Ranger/BFV Master Gunner Comparison

b. Ranger qualified individuals continue to be selected at a significantly higher rate than the rest of the population. Key developmental time and outdated or missing DA Photos were two contributing factors for the Non-Selected Rangers.

c. BFV Master Gunner qualified individuals had a significantly lower selection rate than the FY18 board results. The results from the table above depicts the reasons for the low selection rate. Most of the Non-Selected BFV Master Gunners had deficiencies in multiple categories. The Expert Infantry Badge and the Army Physical Fitness Test were both deciding factors based off of the analysis results, 100% of the selected population had earned the EIB and 90% had an APFT score of 270 or better.

9. Average Time in Service for Selected SFC: 14.5 years

- a. Most time in service: 21.1 years
- b. Least time in service: 10.1 years

10. Average Time in Grade for Selected SFC: 3.8 years

- a. Most time in grade: 10.2 years
- b. Least time in grade: 2.1 years

11. Positions Above Grade: SFCs successfully (as documented through NCOERs) serving in positions above their current grade continue to be selected above their peers. 31.8% of selectees served in 1SG positions in an ABCT, IBCT, or SBCT.

12. Physical Fitness: The average APFT score was 287 with 90% scoring above 270 and 23% scoring a 300.

13. Expert Infantryman Badge (EIB): 100% of the selected population and 83% of the non-select population had earned their Expert Infantryman Badge (EIB).

14. Civilian Education. NCOs must embrace lifelong learning by attending both military and civilian educational courses throughout their career. Although Infantry Proponent guidance states that a MSG should have completed a minimum of 30 semester hours, they also conclude that there is no evidence to suggest that degree completion is a selection criteria. 83% of those selected had some college with an average of 70 college credits.

College	
	Selected
No College	17%
Some College	83%
Associate's Degree	19%
Bachelor's Degree or Higher	10%

TABLE 12: Civilian Education

15. Military Education: The Board Guidance provided to the Board by Proponent listed NCOES standards as follows.

- a. Most Qualified: 7% of the selected SFCs had achieved Commandants List in all NCOES courses.
- b. Highly Qualified: 32% of the selected SFCs had achieved Commandants List in the last NCOES attended.

c. 52% of the selected SFCs had achieved at least one Commandants List at some point in their career.

d. The team analyzed the DA Form 1059 from the last NCOES course in the Soldiers record and compiled the data on Table 13.

Military Education		
	Selected	Non-Selected
Exceeded Course Standards	32%	18%
Meet Course Standards	68%	81%
Marginally Achieved Course Standards	0%	1%
Failed to Achieve Course Standards	0%	0%

TABLE 13: Military Education

16. Key Development/Deployment History: Key development time is an integral part of the CMF 11 career progression and continues to be a significant factor in selection. The Infantry Proponent recommends 24 months of Platoon Sergeant time as a Sergeant First Class for key development. Additionally, the vast majority of 11B/11C both selected and non-selected have some combat experience. 97% had received the Combat Infantryman Badge. There is no significant change over the previous year.

Key Development/Deployment Time (In Months)		
	Selected	Non-Selected
Average Key Development Time	28.9	27.1
Average Combat Service	35.1	33.4

TABLE 14: Key Development Time

** The above data was collected from the SRBs from the considered population. If a Soldiers SRB was not updated with the most current information or was not in line with their NCOERs, it would give a false sense of actual KD time. While it is difficult to determine the exact amount based on SRBs, the data provided is sufficient enough to give a good idea of where the CMF stands.*

17. DA Photo: AR 640-30 requires a DA Photo to be updated every 5th year. It is highly recommended that NCOs competing in centralized selection boards update their photos every 1-2 years. The Infantry Branch conducted a review of every selected SFC and 1,000 DA Photos from the non-select population. The photo reviewed was the official DA Photo that was viewed by the centralized selection board. The same personnel viewed select groups of photos in an attempt to minimize inconsistencies in the analysis. The DA Photo rubric below in Table 15 was used as the standard for analysis and the data collected was broken down in Table 16.

<p>DA Photo-</p> <p>Exceeds Standards: Current rank Photo within 1 year No questions or mistakes Army poster worthy</p> <p>Meets Standards: Current rank Photo within 5 years Questions about uniform or height and weight</p> <p>Below Standard: Rank not current Photo greater than 5 years Glaring, obvious errors IAW DA Pam 670-1</p>
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TABLE 15: DA Photo Rubric

a. Within the selected population, 91% of photos were taken within 12 months of the selection board while only 59% of the non-select population had a photo within 12 months.

DA PHOTO		
	Selected	Non-Selected
Exceeded Standards	21%	19%
Meet Standards	79%	67%
Below Standards	0%	8%
No Photo	0%	6%

TABLE 16: DA Photo Ratings

18. Manner of Performance Based on last 3 NCOERs: The team conducted an NCOER analysis of over 1,200 NCOERs which consisted of a review of the last three that were available on the DA Form 2166-9-2. The review included the collection of both Rater Overall Performance and the Senior Rater Overall Potential ratings and a rating from the NCOER Rubric (see Table 17-18) based on the Rater/Senior Rater Comments and rating.

a. Overall Performance Rating as Indicated by the Rater:

Overall Performance		
	Selected	Non-Selected
Far Exceeded the Standard	67%	37%
Exceeded the Standard	32%	54%
Met Standard	1%	9%
Did Not Meet Standard	0%	0%

TABLE 17: Rater Performance

b. Overall Potential Rating as Indicated by the Senior Rater:

Overall Potential		
	Selected	Non-Selected
Most Qualified	28%	19%
Highly Qualified	72%	75%
Qualified	0%	6%
Not Qualified	0%	0%

TABLE 18: Senior Rater Performance

c. Overall MOP (Manor of Performance) Standing as Indicated by comparison of the Senior Rater Potential and enumeration. It is important to understand that the rubric (Table 19) used for Table 20 is not necessarily the same measurement used by the centralized selection board. It is simply a way of measuring the manor of performance based on the NCOER.

		Senior Rater Block Check	NCOER Scoring Rubric
Ahead of Peers	MQ		SUPERIOR / OUTSTANDING Potential. Top few. Narrative having superior enumeration equaling the best (#1) NCO or top 5% of NCOs in the S/R population/service. - "the #1 of 5 SFCs I senior rate" - "my #1 selection for promotion to MSG, future CSM" - "the best SFC in the Battalion" - "top 5% of all NCOs I have served with"
	MQ		GREAT Potential. Narrative having outstanding enumeration within the top 15% of NCOs in the S/R population/service. This would be the #2 NCO or numerically greater depending of the depth of the S/R profile. - "ranks #2 of 10 SFCs I senior rate" - "in the top 10% of all NCOs I have served with" - "the #3 of 16 SFC I senior rate" - "promote now or immediately"
	HQ *		SUPERIOR / OUTSTANDING Potential. Narrative having superior enumeration equaling the best (#1) NCO or top 5% of NCOs in the S/R population/service. An "immature" profile has less than 5 total ratings and/or 5 NCOs in that grade). - "the #1 of 3 SFCs I senior rate" - "top 5% of all NCOs I have served with" - "the best SFC in the Company" - "my #1 selection for promotion to MSG, future CSM"
Slightly Ahead of Peers	HQ		GREAT Potential. Narrative having outstanding enumeration within the top 20% of NCOs in the S/R population/service. - "ranks 2 out of 10 SFCs I senior rate" - "top 20% of all NCOs I have served with" - "ranks 3 out of 20 SFCs I senior rate" - "promote to MSG now and assign as a 1SG now"
With Peers	HQ		GOOD Potential. Narrative having good enumeration equaling the top third , or 21% - 33% of NCOs in the S/R population/service. - "the #3 of 10 SFC I senior rate" - "rates in the top 25% of NCOs I rated in 15 years" - "in the top third of SFCs I senior rate" - "promote to MSG with peers"
Slightly Behind Peers	HQ/Q		AVERAGE Potential. Narrative having average enumeration equaling the top half , or 34% - 50% of NCOs in the S/R population/service. - "the #6 of 10 SFCs I senior rate" - "promote with peers and send to MLC when eligible" - "in the top half of the NCOs I senior rate in this grade" - "ranks in the top 40% of SFCs I have ever served with"
Behind Peers	Q / NQ		WEAK Potential. This narrative has no enumeration or enumerations equaling greater than 51% of the S/R population/service. To include, narratives that have negative comments that indicate Do Not Promote/Not Qualified . - "#5 of 5 SFCs I senior rate" - "Do Not Promote" - "performs tasks with minimal supervision" - "needs further mentorship in current grade"

Note #1: If both hard and percentage enumerations are used in the narrative, use the hard enumeration.

TABLE 19: NCOER Rubric

Overall MOP Standing		
	Selected	Non-Selected
Ahead of Peers	71%	33.7%
Slightly Ahead of Peers	23%	28%
With Peers	5%	28%
Slightly Behind Peers	1%	8%
Behind Peers	0%	2%
Behind Peers w/DEROG	0%	0.3%

TABLE 20: MOP Standing

19. Key Take Away/Conclusion:

a. An exceptional SFC determined to be best qualified for promotion has:

(1.) At least 24 months' rated time in an authorized leadership position (Platoon Sergeant in an ABCT, IBCT, or SBCT).

(2.) Earned the EIB.

(3.) Scored at least 270 on the Army Physical Fitness Test (APFT).

(4.) Completed a minimum of 30 semester hours of college.

(5.) Graduated from at least five MOS-enhancing courses.

(6.) Graduated from either Bradley Master Gunner Course, Battle Staff NCO Course, or the Ranger Course.

(7.) Served in both priority Operational and Generating Force assignments.

b. The non-select characteristics that remain consistent across FYs and all Infantry Senior Promotion Boards includes:

(1.) Lack of rated time in key proponent directed positions (i.e. Platoon Sergeant);

(2.) Low APFT scores;

(3.) Missing or inaccurate DA Photo;

(4.) Attending no or few Military Training Courses;

(5.) Possessing few or no SQIs/ASIs.

(6.) Incomplete, inaccurate, or missing NCOER or SRB data

AHRC-EPA-I

SUBJECT: Career Management Field 11 (CMF11) Analysis of the FY18 MSG
Centralized Promotion Selection Board

20. The lower selection rates are not limited to BFV MGs. Non-Ranger qualified Infantry SFCs with more than 24 months in positions other than as a PSG were not viewed as favorable.

21. The above statements are confirmed by the data provided by the FY19 and previous FY MSG board analysis. While the FY19 MSG board did have a higher than average selection rate. There were no significant changes in selections that indicate any unexpected anomalies.

22. Point of contact for the CMF11 Post MSG Board Analysis at HRC is SFC Kendall R. Coffey at kendall.r.coffey.mil@mail.mil or (502) 613-4302. The point of contact for the Infantry Proponent is MSG Jerry A. Vickery at jerry.a.vickery.mil@mail.mil or (706) 545-1115.

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